



BRIEFING NOTE TO THE ASSOCIATE DEPUTY MINISTER

USE OF BUSINESS NUMBER AT INFC

(For Information)

ISSUE

- The adoption of the Business Number at Infrastructure Canada.

OVERVIEW

- At the PSMAC meeting of November 22, 2017, Paul Thompson spoke about the adoption of the Business number across the Government of Canada. He was stressing that the adoption timeline of 2020 was in jeopardy and encouraged Departments to engage more directly with ISED to plan for the adoption of this unique identifier for business.
- A meeting was held between ISED lead officials responsible for outreach on the Business Number and INFC representatives from (Finance, IMIT, CIB, SCC and POB) to learn more about the Business Number and to discuss potential use cases where the Department could see benefit in the use of this number.
- The use of the Business Number is not mandatory for Crown corporations. This means the Canada Infrastructure Bank is exempt.
- Other potential use cases were discussed. As a result of the discussion, questions were raised about the use of the Business Number for provinces, territories and municipalities with whom INFC delivers the majority of its programs.
 - ISED committed to check with CRA regarding how many municipalities and PTs use the Business Number and get back to INFC.
- INFC business leaders were open to requesting provinces and territories to submit their Business Numbers which should be a minimal impact to them and the Department given the finite number (13) and the need to only look it up once.
- Recipients who receive funding from INFC may already have a Business Number in the Finance system which Finance is currently checking with ISED.*

CONSIDERATIONS

- The definition of compliance from the meeting with ISED is we take opportunities to use the Business Number as a standard identifier, when applicable required. The goal of the overall use is for the GC to better understand its business volume with the various businesses, GC wide, as well as make more efficient and simplify dealings with businesses and/or other clients.
- INFC is already using the Business Number as part of its financial records in the SAP system which ISED provides. A lookup is established automatically when a new vendor is added to the financial system. This has been part of the system configuration since INFC adopted ISED's SAP system many years ago.

- Since INFC is already using the BN in its financial system we have already complied with the direction and spirit provided in the PSMAC presentation.¹

NEXT STEPS

- In communications with ISED officials following the meeting they confirmed that the majority of municipalities and all Provinces and Territories have a Business Number.
- Internally ISED is reporting INFC's status as 'moving forward'.
- As the department's business continues to evolve the use of the BN will now form part of our evaluation criteria for all new systems to ensure alignment with the GC direction.



Darlene Boileau
Assistant Deputy Minister,
Corporate Services Branch

¹ INFC Finance conducted a quick check of the Finance system and confirmed that for the few municipalities which were searched all had a Business Number.

**Page(s) 3 to 9
are exempted
pursuant to paragraph
13(1)(c), 13(1)(d), 14, 19(1), 21(1)(a), and
21(1)(b) of the *Access to Information Act***

**La/les page(s) 3 à 9
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
13(1)(c), 13(1)(d), 14, 19(1), 21(1)(a), et
21(1)(b) de la *loi sur l'accès à l'information***



BRIEFING NOTE TO THE DEPUTY MINISTER

THE GOVERNMENT HAS ANNOUNCED THE SUPPORT OF BILL C-262

(For information)

ISSUE

- The purpose of this note is to bring forward potential implications to INFC and its operations resulting from Bill C-262, should the draft Act of Parliament receive Royal Assent and become law. The Minister of Justice and Attorney General announced on November 21, 2017 that this Government will support Bill C-262. It is set to come before the House for second reading on December 5th, 2017.

OVERVIEW

- The bill proposes the federal government to take measures to ensure consistency between the laws of Canada and the forty six (46) articles of the United Nations Declaration on Rights of Indigenous People (UNDRIP).
- Bill C-262 is the latest in a series of similar proposals that have been tabled since *the Declaration* was adopted by the UN General Assembly in September 2007. The bill is concise with six sections including a Schedule consisting of the articles of *the Declaration*.
- The bill acknowledges the application of UNDRIP in Canada. It addresses the individual and collective rights of Indigenous peoples and encourages harmonious, cooperative relationships between States and Indigenous Peoples, based on principles of equity, partnership, good faith and mutual respect.
- In April 2016, NDP MP Romeo Saganash— who was also part of an international team that helped craft UNDRIP — introduced Bill C-262 in the House of Commons. Should the bill become law, it will ensure all Canadian laws are consistent with UNDRIP and calls for the creation of a national action plan. Adopting and implementing UNDRIP are among the 94 calls to action presented last year by the Truth and Reconciliation Commission.
- In February 2017, a working group of Ministers was established by the Prime Minister to review laws, policies and operational practices related to Indigenous Peoples. They have been working on a policy framework to implement UNDRIP. The working group is led by the Minister of Justice and Attorney General, and its membership aligns with the Deputy Ministers' Oversight Committee on Modern Treaty Implementation (DMOC).
- On November 21st, 2017, Minister Jody Wilson-Raybould confirmed the Liberal government will back the bill.

CONSIDERATION

- The policy framework that had been in development by the working group considers the implementation of a transitional framework to “free, prior and informed consent” (FPIC), which was to be the basis for directional change across government and for engagement with Indigenous peoples. This will set the stage for the development of the national action plan to implement UNDRIP.

IMPLICATIONS TO INFC

Although there are no immediate implications:

1. Aboriginal Consultation requirements on proponents may be expanded to include interests of potentially affected Indigenous groups (e.g. potential adverse impacts within a community), and not just constitutionally protected section 35 rights, involving groups that may not themselves hold section 35 rights; and refocusing consultations to achieving consensus.

3. Indigenous groups have pointed to UNDRIP as a means to defend their rights, particularly relating to large projects that could be funded by INFC.

¹ Article 19: States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.

² Article 32:

1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources.

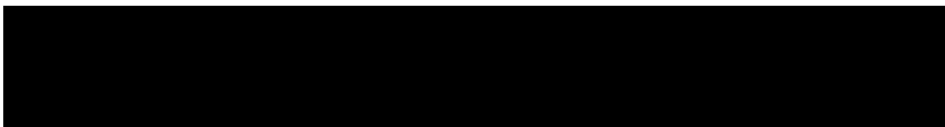
2. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources.

3. States shall provide effective mechanisms for just and fair redress for any such activities, and appropriate measures shall be taken to mitigate adverse environmental, economic, social, cultural or spiritual impact.

NEXT STEPS

INFC officials will continue to track the developments of Bill C-262, and will proactively start working on the following:

1. Review current processes, tools and guidance materials; and expand their scope accordingly to ensure alignment with the minimum standards set out in UNDRIP;
2. Assess resource requirements to guarantee compliance with all provisions of the proposed legislation;
3. Adjust current internal tracking processes and tools (e.g. PIMS) on aboriginal consultation to prepare for reporting requirements to Parliament on progress toward implementation of UNDRIP; and



Marc Fortin
Assistant Deputy Minister,
Program Operations Branch

Attachment(s): Bill C-262

First Session, Forty-second Parliament,
64-65 Elizabeth II, 2015-2016

Première session, quarante-deuxième législature,
64-65 Elizabeth II, 2015-2016

HOUSE OF COMMONS OF CANADA

CHAMBRE DES COMMUNES DU CANADA

BILL C-262

PROJET DE LOI C-262

An Act to ensure that the laws of Canada are
in harmony with the United Nations
Declaration on the Rights of Indigenous Peo-
ples

Loi visant à assurer l'harmonie des lois fédé-
rales avec la Déclaration des Nations Unies
sur les droits des peuples autochtones

FIRST READING, APRIL 21, 2016

PREMIÈRE LECTURE LE 21 AVRIL 2016

MR. SAGANASH

M. SAGANASH

421013

SUMMARY

This enactment requires the Government of Canada to take all measures necessary to ensure that the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples.

SOMMAIRE

Le texte exige du gouvernement du Canada qu'il prenne toutes les mesures nécessaires pour assurer l'harmonie des lois fédérales avec la Déclaration des Nations Unies sur les droits des peuples autochtones.

BILL C-262

An Act to ensure that the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples

Preamble

Whereas the Parliament of Canada recognizes that the principles set out in the United Nations Declaration on the Rights of Indigenous Peoples should be enshrined in the laws of Canada;

Whereas, in the outcome document of the high-level plenary meeting of the General Assembly of the United Nations known as the World Conference on Indigenous Peoples, Canada and other states worldwide reaffirmed their solemn commitment to respect, promote and advance the rights of indigenous peoples and to uphold the principles of the United Nations Declaration on the Rights of Indigenous Peoples;

Whereas, in its document entitled *Calls to Action*, the Truth and Reconciliation Commission of Canada is calling upon the federal government and other governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation;

Whereas indigenous peoples have suffered historic injustices as a result of, *inter alia*, their colonization and dispossession from their lands, territories and resources;

Whereas all doctrines, policies and practices based on or advocating superiority of peoples or individuals on the basis of national origin or racial, religious, ethnic or cultural differences are racist, scientifically false, legally invalid, morally condemnable and socially unjust;

Whereas, in regard to indigenous peoples, it is important for Canada to reject colonialism and engage in a contemporary approach based on good faith and on principles of justice, democracy, equality,

PROJET DE LOI C-262

Loi visant à assurer l'harmonie des lois fédérales avec la Déclaration des Nations Unies sur les droits des peuples autochtones

Préambule

Attendu :

que le Parlement du Canada reconnaît que les principes établis dans la Déclaration des Nations Unies sur les droits des peuples autochtones devraient être inscrits dans les lois fédérales;

que, dans le document final produit à l'issue de la réunion plénière de haut niveau de l'Assemblée générale des Nations Unies appelée Conférence mondiale sur les peuples autochtones, le Canada et d'autres États du monde ont réaffirmé leur engagement solennel à respecter, promouvoir et favoriser les droits des peuples autochtones et à faire respecter les principes de la Déclaration des Nations Unies sur les droits des peuples autochtones;

que la Commission de vérité et réconciliation du Canada, dans le document intitulé *Appels à l'action*, demande au gouvernement fédéral et à d'autres gouvernements d'adopter et de mettre en oeuvre la Déclaration des Nations Unies sur les droits des peuples autochtones et d'en faire le cadre de la réconciliation;

que les peuples autochtones ont subi des injustices historiques à cause, entre autres, de leur colonisation et de la dépossession de leurs terres, territoires et ressources;

que toutes les doctrines, politiques et pratiques qui invoquent ou prônent la supériorité de peuples ou d'individus en se fondant sur des différences d'ordre national, racial, religieux, ethnique ou culturel sont racistes, scientifiquement fausses, juridiquement sans valeur, moralement condamnables et socialement injustes;

que le Canada doit rejeter toute forme de colonialisme à l'égard des peuples autochtones et adopter

non-discrimination, good governance and respect for human rights;

Whereas Canada is committed to taking appropriate measures — including legislative, policy and administrative measures — at the national and international level, in consultation and cooperation with indigenous peoples, to achieve the ends of the United Nations Declaration on the Rights of Indigenous Peoples and to follow up on its effectiveness;

Whereas protection of existing Aboriginal and treaty rights is an underlying principle and value of Canada's Constitution;

Whereas human rights, the rule of law and democracy are interlinked and mutually reinforcing and are underlying principles of that Constitution;

Now, therefore, Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

Short Title

Short title

1 This Act may be cited as the *United Nations Declaration on the Rights of Indigenous Peoples Act*.

Interpretation

Aboriginal and treaty rights

2 (1) For greater certainty, nothing in this Act is to be construed so as to diminish or extinguish existing aboriginal or treaty rights of the Aboriginal peoples of Canada that are recognized and affirmed in section 35 of the *Constitution Act, 1982*.

Declaration

(2) Nothing in this Act is to be construed as delaying the application of the United Nations Declaration on the Rights of Indigenous Peoples in Canadian law.

un modèle contemporain fondé sur la bonne foi et sur les principes de justice, de démocratie, d'égalité, de non-discrimination, de bonne gouvernance et de respect des droits de l'homme;

que le Canada s'est engagé à prendre les mesures appropriées — législatives, politiques et administratives, entre autres — à l'échelle nationale et internationale, en consultation et en coopération avec les peuples autochtones, afin d'atteindre les objectifs énoncés dans la Déclaration des Nations Unies sur les droits des peuples autochtones et à s'assurer de son efficacité;

que la protection des droits ancestraux ou issus de traités des peuples autochtones représente une valeur et un principe sous-jacents de la Constitution canadienne;

que les droits de la personne, la primauté du droit et la démocratie sont des principes interdépendants qui se renforcent mutuellement, en plus d'être des principes sous-jacents de cette Constitution,

Sa Majesté, sur l'avis et avec le consentement du Sénat et de la Chambre des communes du Canada, édicte :

Titre abrégé

Titre abrégé

1 *Loi relative à la Déclaration des Nations Unies sur les droits des peuples autochtones*.

Interprétation

Droits ancestraux ou issus de traités

2 (1) Il est entendu que la présente loi ne peut être interprétée comme entraînant la diminution ou l'extinction des droits existants — ancestraux ou issus de traités — des peuples autochtones du Canada qui sont reconnus et confirmés à l'article 35 de la *Loi constitutionnelle de 1982*.

Déclaration

(2) La présente loi n'a pas pour effet de retarder l'application en droit canadien de la Déclaration des Nations Unies sur les droits des peuples autochtones.

United Nations Declaration on the Rights of Indigenous Peoples

United Nations Declaration on the Rights of Indigenous Peoples

3 The United Nations Declaration on the Rights of Indigenous Peoples that was adopted by the General Assembly of the United Nations as General Assembly Resolution 61/295 on September 13, 2007, and that is set out in the schedule, is hereby affirmed as a universal international human rights instrument with application in Canadian law.

Consistency

4 The Government of Canada, in consultation and cooperation with indigenous peoples in Canada, must take all measures necessary to ensure that the laws of Canada are consistent with the United Nations Declaration on the Rights of Indigenous Peoples.

National action plan

5 The Government of Canada must, in consultation and cooperation with indigenous peoples, develop and implement a national action plan to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.

Report to Parliament

Annual report to Parliament

6 The Minister of Indian Affairs and Northern Development must, within 60 days after the first day of April of every year including and occurring between the years 2017 and 2037, submit a report to each House of Parliament on the implementation of the measures referred to in section 4 and the plan referred to in section 5 for the relevant period.

Déclaration des Nations Unies sur les droits des peuples autochtones

Déclaration des Nations Unies sur les droits des peuples autochtones

3 La Déclaration des Nations Unies sur les droits des peuples autochtones adoptée par l'Assemblée générale des Nations Unies le 13 septembre 2007 par sa résolution 61/295 et dont le texte est reproduit à l'annexe constitue un instrument universel garantissant les droits internationaux de la personne et trouve application au Canada.

Compatibilité

4 Le gouvernement du Canada, en consultation et en coopération avec les peuples autochtones du Canada, prend toutes les mesures nécessaires pour veiller à ce que les lois fédérales soient compatibles avec la Déclaration des Nations Unies sur les droits des peuples autochtones.

Plan d'action national

5 Le gouvernement du Canada, en consultation et en coopération avec les peuples autochtones, élabore et met en oeuvre un plan d'action national afin d'atteindre les objectifs énoncés dans la Déclaration des Nations Unies sur les droits des peuples autochtones.

Rapport au parlement

Rapport annuel au Parlement

6 Dans les soixante jours suivant le premier avril de chaque année de 2017 à 2037 inclusivement, le ministre des Affaires indiennes et du Nord canadien remet à chaque chambre du Parlement un rapport sur la mise en oeuvre des mesures visées à l'article 4 et du plan visé à l'article 5 pendant la période écoulée.

SCHEDULE

(Section 2)

United Nations Declaration on the Rights of Indigenous Peoples

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/61/L.67 and Add.1)]

61/295. United Nations Declaration on the Rights of Indigenous Peoples

The General Assembly,

Taking note of the recommendation of the Human Rights Council contained in its resolution 1/2 of 29 June 2006,¹ by which the Council adopted the text of the United Nations Declaration on the Rights of Indigenous Peoples,

Recalling its resolution 61/178 of 20 December 2006, by which it decided to defer consideration of and action on the Declaration to allow time for further consultations thereon, and also decided to conclude its consideration before the end of the sixty-first session of the General Assembly,

Adopts the United Nations Declaration on the Rights of Indigenous Peoples as contained in the annex to the present resolution.

*107th plenary meeting
13 September 2007*

¹ See *Official Records of the General Assembly, Sixty-first Session, Supplement No. 53 (A/61/53)*, part one, chap. II, sect. A.

Annex

United Nations Declaration on the Rights of Indigenous Peoples

The General Assembly,

Guided by the purposes and principles of the Charter of the United Nations, and good faith in the fulfilment of the obligations assumed by States in accordance with the Charter,

Affirming that indigenous peoples are equal to all other peoples, while recognizing the right of all peoples to be different, to consider themselves different, and to be respected as such,

Affirming also that all peoples contribute to the diversity and richness of civilizations and cultures, which constitute the common heritage of humankind,

Affirming further that all doctrines, policies and practices based on or advocating superiority of peoples or individuals on the basis of national origin or racial, religious, ethnic or cultural differences are racist, scientifically false, legally invalid, morally condemnable and socially unjust,

Reaffirming that indigenous peoples, in the exercise of their rights, should be free from discrimination of any kind,

ANNEXE

(article 2)

Déclaration des Nations Unies sur les droits des peuples autochtones

Résolution adoptée par l'Assemblée générale

[sans renvoi à une grande commission (A/61/L.67 et Add.1)]

61/295. Déclaration des Nations Unies sur les droits des peuples autochtones

L'Assemblée générale,

Prenant note de la recommandation faite par le Conseil des droits de l'homme dans sa résolution 1/2 du 29 juin 2006¹, par laquelle il a adopté le texte de la Déclaration des Nations Unies sur les droits des peuples autochtones,

Rappelant sa résolution 61/178 du 20 décembre 2006, par laquelle elle a décidé, d'une part, d'attendre, pour examiner la Déclaration et prendre une décision à son sujet, d'avoir eu le temps de tenir des consultations supplémentaires sur la question et, de l'autre, de finir de l'examiner avant la fin de sa soixante et unième session,

Adopte la Déclaration des Nations Unies sur les droits des peuples autochtones dont le texte figure en annexe à la présente résolution.

*107^e séance plénière
13 septembre 2007*

¹ Voir *Documents officiels de l'Assemblée générale, soixante et unième session, Supplément n° 53 (A/61/53)*, première partie, chap. II, sect. A.

Annexe

Déclaration des Nations Unies sur les droits des peuples autochtones

L'Assemblée générale,

Guidée par les buts et principes énoncés dans la Charte des Nations Unies et convaincue que les États se conformeront aux obligations que leur impose la Charte,

Affirmant que les peuples autochtones sont égaux à tous les autres peuples, tout en reconnaissant le droit de tous les peuples d'être différents, de s'estimer différents et d'être respectés en tant que tels,

Affirmant également que tous les peuples contribuent à la diversité et à la richesse des civilisations et des cultures, qui constituent le patrimoine commun de l'humanité,

Affirmant en outre que toutes les doctrines, politiques et pratiques qui invoquent ou prônent la supériorité de peuples ou d'individus en se fondant sur des différences d'ordre national, racial, religieux, ethnique ou culturel sont racistes, scientifiquement fausses, juridiquement sans valeur, moralement condamnables et socialement injustes,

Concerned that indigenous peoples have suffered from historic injustices as a result of, inter alia, their colonization and dispossession of their lands, territories and resources, thus preventing them from exercising, in particular, their right to development in accordance with their own needs and interests,

Recognizing the urgent need to respect and promote the inherent rights of indigenous peoples which derive from their political, economic and social structures and from their cultures, spiritual traditions, histories and philosophies, especially their rights to their lands, territories and resources,

Recognizing also the urgent need to respect and promote the rights of indigenous peoples affirmed in treaties, agreements and other constructive arrangements with States,

Welcoming the fact that indigenous peoples are organizing themselves for political, economic, social and cultural enhancement and in order to bring to an end all forms of discrimination and oppression wherever they occur,

Convinced that control by indigenous peoples over developments affecting them and their lands, territories and resources will enable them to maintain and strengthen their institutions, cultures and traditions, and to promote their development in accordance with their aspirations and needs,

Recognizing that respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment,

Emphasizing the contribution of the demilitarization of the lands and territories of indigenous peoples to peace, economic and social progress and development, understanding and friendly relations among nations and peoples of the world,

Recognizing in particular the right of indigenous families and communities to retain shared responsibility for the upbringing, training, education and well-being of their children, consistent with the rights of the child,

Considering that the rights affirmed in treaties, agreements and other constructive arrangements between States and indigenous peoples are, in some situations, matters of international concern, interest, responsibility and character,

Considering also that treaties, agreements and other constructive arrangements, and the relationship they represent, are the basis for a strengthened partnership between indigenous peoples and States,

Acknowledging that the Charter of the United Nations, the International Covenant on Economic, Social and Cultural Rights² and the International Covenant on Civil and Political Rights,² as well as the Vienna Declaration and Programme of Action,³ affirm the fundamental importance of the right to self-determination of all peoples, by virtue of which they

Réaffirmant que les peuples autochtones, dans l'exercice de leurs droits, ne doivent faire l'objet d'aucune forme de discrimination,

Préoccupée par le fait que les peuples autochtones ont subi des injustices historiques à cause, entre autres, de la colonisation et de la dépossession de leurs terres, territoires et ressources, ce qui les a empêchés d'exercer, notamment, leur droit au développement conformément à leurs propres besoins et intérêts,

Consciente de la nécessité urgente de respecter et de promouvoir les droits intrinsèques des peuples autochtones, qui découlent de leurs structures politiques, économiques et sociales et de leur culture, de leurs traditions spirituelles, de leur histoire et de leur philosophie, en particulier leurs droits à leurs terres, territoires et ressources,

Consciente également de la nécessité urgente de respecter et de promouvoir les droits des peuples autochtones affirmés dans les traités, accords et autres arrangements constructifs conclus avec les États,

Se félicitant du fait que les peuples autochtones s'organisent pour améliorer leur situation sur les plans politique, économique, social et culturel et mettre fin à toutes les formes de discrimination et d'oppression partout où elles se produisent,

Convaincue que le contrôle, par les peuples autochtones, des événements qui les concernent, eux et leurs terres, territoires et ressources, leur permettra de perpétuer et de renforcer leurs institutions, leur culture et leurs traditions et de promouvoir leur développement selon leurs aspirations et leurs besoins,

Considérant que le respect des savoirs, des cultures et des pratiques traditionnelles autochtones contribue à une mise en valeur durable et équitable de l'environnement et à sa bonne gestion,

Soulignant la contribution de la démilitarisation des terres et territoires des peuples autochtones à la paix, au progrès économique et social et au développement, à la compréhension et aux relations amicales entre les nations et les peuples du monde,

Considérant en particulier le droit des familles et des communautés autochtones de conserver la responsabilité partagée de l'éducation, de la formation, de l'instruction et du bien-être de leurs enfants, conformément aux droits de l'enfant,

Estimant que les droits affirmés dans les traités, accords et autres arrangements constructifs entre les États et les peuples autochtones sont, dans certaines situations, des sujets de préoccupation, d'intérêt et de responsabilité à l'échelle internationale et présentent un caractère international,

Estimant également que les traités, accords et autres arrangements constructifs, ainsi que les relations qu'ils représentent, sont la base d'un partenariat renforcé entre les peuples autochtones et les États,

freely determine their political status and freely pursue their economic, social and cultural development,

² See resolution 2200 A (XXI), annex.

³ A/CONF.157/24 (Part I), chap. III.

Bearing in mind that nothing in this Declaration may be used to deny any peoples their right to self-determination, exercised in conformity with international law,

Convinced that the recognition of the rights of indigenous peoples in this Declaration will enhance harmonious and co-operative relations between the State and indigenous peoples, based on principles of justice, democracy, respect for human rights, non-discrimination and good faith,

Encouraging States to comply with and effectively implement all their obligations as they apply to indigenous peoples under international instruments, in particular those related to human rights, in consultation and cooperation with the peoples concerned,

Emphasizing that the United Nations has an important and continuing role to play in promoting and protecting the rights of indigenous peoples,

Believing that this Declaration is a further important step forward for the recognition, promotion and protection of the rights and freedoms of indigenous peoples and in the development of relevant activities of the United Nations system in this field,

Recognizing and reaffirming that indigenous individuals are entitled without discrimination to all human rights recognized in international law, and that indigenous peoples possess collective rights which are indispensable for their existence, well-being and integral development as peoples,

Recognizing that the situation of indigenous peoples varies from region to region and from country to country and that the significance of national and regional particularities and various historical and cultural backgrounds should be taken into consideration,

Solemnly proclaims the following United Nations Declaration on the Rights of Indigenous Peoples as a standard of achievement to be pursued in a spirit of partnership and mutual respect:

Constatant que la Charte des Nations Unies, le Pacte international relatif aux droits économiques, sociaux et culturels² et le Pacte international relatif aux droits civils et politiques³, ainsi que la Déclaration et le Programme d'action de Vienne³, affirment l'importance fondamentale du droit de tous les peuples de disposer d'eux-mêmes, droit en vertu duquel ils déterminent librement leur statut politique et assurent librement leur développement économique, social et culturel,

² Voir résolution 2200 A (XXI), annexe.

³ A/CONF.157/24 (Part II), chap. III.

Consciente qu'aucune disposition de la présente Déclaration ne pourra être invoquée pour dénier à un peuple quel qu'il soit son droit à l'autodétermination, exercé conformément au droit international,

Convaincue que la reconnaissance des droits des peuples autochtones dans la présente Déclaration encouragera des relations harmonieuses et de coopération entre les États et les peuples autochtones, fondées sur les principes de justice, de démocratie, de respect des droits de l'homme, de non-discrimination et de bonne foi,

Encourageant les États à respecter et à mettre en oeuvre effectivement toutes leurs obligations applicables aux peuples autochtones en vertu des instruments internationaux, en particulier ceux relatifs aux droits de l'homme, en consultation et en coopération avec les peuples concernés,

Soulignant que l'Organisation des Nations Unies a un rôle important et continu à jouer dans la promotion et la protection des droits des peuples autochtones,

Convaincue que la présente Déclaration est une nouvelle étape importante sur la voie de la reconnaissance, de la promotion et de la protection des droits et libertés des peuples autochtones et dans le développement des activités pertinentes du système des Nations Unies dans ce domaine,

Considérant et reaffirmant que les autochtones sont admis à bénéficier sans aucune discrimination de tous les droits de l'homme reconnus en droit international, et que les peuples autochtones ont des droits collectifs qui sont indispensables à leur existence, à leur bien-être et à leur développement intégral en tant que peuples,

Considérant que la situation des peuples autochtones n'est pas la même selon les régions et les pays, et qu'il faut tenir compte de l'importance des particularités nationales ou régionales, ainsi que de la variété des contextes historiques et culturels,

Proclame solennellement la Déclaration des Nations Unies sur les droits des peuples autochtones, dont le texte figure ci-après, qui constitue un idéal à atteindre dans un esprit de partenariat et de respect mutuel :

Article 1

Indigenous peoples have the right to the full enjoyment, as a collective or as individuals, of all human rights and fundamental freedoms as recognized in the Charter of the United Nations, the Universal Declaration of Human Rights⁴ and international human rights law.

⁴ Resolution 217 A (III).

Article 2

Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity.

Article 3

Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.

Article 4

Indigenous peoples, in exercising their right to self-determination, have the right to autonomy or self-government in matters relating to their internal and local affairs, as well as ways and means for financing their autonomous functions.

Article 5

Indigenous peoples have the right to maintain and strengthen their distinct political, legal, economic, social and cultural institutions, while retaining their right to participate fully, if they so choose, in the political, economic, social and cultural life of the State.

Article 6

Every indigenous individual has the right to a nationality.

Article 7

1. Indigenous individuals have the rights to life, physical and mental integrity, liberty and security of person.
2. Indigenous peoples have the collective right to live in freedom, peace and security as distinct peoples and shall not be subjected to any act of genocide or any other act of violence, including forcibly removing children of the group to another group.

Article 8

1. Indigenous peoples and individuals have the right not to be subjected to forced assimilation or destruction of their culture.
2. States shall provide effective mechanisms for prevention of, and redress for:
 - (a) Any action which has the aim or effect of depriving them of their integrity as distinct peoples, or of their cultural values or ethnic identities;
 - (b) Any action which has the aim or effect of dispossessing them of their lands, territories or resources;

Article premier

Les peuples autochtones ont le droit, à titre collectif ou individuel, de jouir pleinement de l'ensemble des droits de l'homme et des libertés fondamentales reconnus par la Charte des Nations Unies, la Déclaration universelle des droits de l'homme⁴ et le droit international relatif aux droits de l'homme.

⁴ Résolution 217 A (III).

Article 2

Les autochtones, peuples et individus, sont libres et égaux à tous les autres et ont le droit de ne faire l'objet, dans l'exercice de leurs droits, d'aucune forme de discrimination fondée, en particulier, sur leur origine ou leur identité autochtones.

Article 3

Les peuples autochtones ont le droit à l'autodétermination. En vertu de ce droit, ils déterminent librement leur statut politique et assurent librement leur développement économique, social et culturel.

Article 4

Les peuples autochtones, dans l'exercice de leur droit à l'autodétermination, ont le droit d'être autonomes et de s'administrer eux-mêmes pour tout ce qui touche à leurs affaires intérieures et locales, ainsi que de disposer des moyens de financer leurs activités autonomes.

Article 5

Les peuples autochtones ont le droit de maintenir et de renforcer leurs institutions politiques, juridiques, économiques, sociales et culturelles distinctes, tout en conservant le droit, si tel est leur choix, de participer pleinement à la vie politique, économique, sociale et culturelle de l'État.

Article 6

Tout autochtone a droit à une nationalité.

Article 7

1. Les autochtones ont droit à la vie, à l'intégrité physique et mentale, à la liberté et à la sécurité de la personne.
2. Les peuples autochtones ont le droit, à titre collectif, de vivre dans la liberté, la paix et la sécurité en tant que peuples distincts et ne font l'objet d'aucun acte de génocide ou autre acte de violence, y compris le transfert forcé d'enfants autochtones d'un groupe à un autre.

Article 8

1. Les autochtones, peuples et individus, ont le droit de ne pas subir d'assimilation forcée ou de destruction de leur culture.
2. Les États mettent en place des mécanismes de prévention et de réparation efficaces visant :
 - a) Tout acte ayant pour but ou pour effet de priver les autochtones de leur intégrité en tant que peuples distincts, ou de leurs valeurs culturelles ou leur identité ethnique;
 - b) Tout acte ayant pour but ou pour effet de les déposséder de leurs terres, territoires ou ressources;
 - c) Toute forme de transfert forcé de population ayant pour but ou pour effet de violer ou d'éroder l'un quelconque de leurs droits;

(c) Any form of forced population transfer which has the aim or effect of violating or undermining any of their rights;

(d) Any form of forced assimilation or integration;

(e) Any form of propaganda designed to promote or incite racial or ethnic discrimination directed against them.

Article 9

Indigenous peoples and individuals have the right to belong to an indigenous community or nation, in accordance with the traditions and customs of the community or nation concerned. No discrimination of any kind may arise from the exercise of such a right.

Article 10

Indigenous peoples shall not be forcibly removed from their lands or territories. No relocation shall take place without the free, prior and informed consent of the indigenous peoples concerned and after agreement on just and fair compensation and, where possible, with the option of return.

Article 11

1. Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.

2. States shall provide redress through effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples, with respect to their cultural, intellectual, religious and spiritual property taken without their free, prior and informed consent or in violation of their laws, traditions and customs.

Article 12

1. Indigenous peoples have the right to manifest, practise, develop and teach their spiritual and religious traditions, customs and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains.

2. States shall seek to enable the access and/or repatriation of ceremonial objects and human remains in their possession through fair, transparent and effective mechanisms developed in conjunction with indigenous peoples concerned.

Article 13

1. Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons.

2. States shall take effective measures to ensure that this right is protected and also to ensure that indigenous peoples can understand and be understood in political, legal and

d) Toute forme d'assimilation ou d'intégration forcée;

e) Toute forme de propagande dirigée contre eux dans le but d'encourager la discrimination raciale ou ethnique ou d'y inciter.

Article 9

Les autochtones, peuples et individus, ont le droit d'appartenir à une communauté ou à une nation autochtone, conformément aux traditions et coutumes de la communauté ou de la nation considérée. Aucune discrimination quelle qu'elle soit ne saurait résulter de l'exercice de ce droit.

Article 10

Les peuples autochtones ne peuvent être enlevés de force à leurs terres ou territoires. Aucune réinstallation ne peut avoir lieu sans le consentement préalable — donné librement et en connaissance de cause — des peuples autochtones concernés et un accord sur une indemnisation juste et équitable et, lorsque cela est possible, la faculté de retour.

Article 11

1. Les peuples autochtones ont le droit d'observer et de revivifier leurs traditions culturelles et leurs coutumes. Ils ont notamment le droit de conserver, de protéger et de développer les manifestations passées, présentes et futures de leur culture, telles que les sites archéologiques et historiques, l'artisanat, les dessins et modèles, les rites, les techniques, les arts visuels et du spectacle et la littérature.

2. Les États doivent accorder réparation par le biais de mécanismes efficaces — qui peuvent comprendre la restitution — mis au point en concertation avec les peuples autochtones, en ce qui concerne les biens culturels, intellectuels, religieux et spirituels qui leur ont été pris sans leur consentement préalable, donné librement et en connaissance de cause, ou en violation de leurs lois, traditions et coutumes.

Article 12

1. Les peuples autochtones ont le droit de manifester, de pratiquer, de promouvoir et d'enseigner leurs traditions, coutumes et rites religieux et spirituels; le droit d'entretenir et de protéger leurs sites religieux et culturels et d'y avoir accès en privé; le droit d'utiliser leurs objets rituels et d'en disposer; et le droit au rapatriement de leurs restes humains.

2. Les États veillent à permettre l'accès aux objets de culte et aux restes humains en leur possession et/ou leur rapatriement, par le biais de mécanismes justes, transparents et efficaces mis au point en concertation avec les peuples autochtones concernés.

Article 13

1. Les peuples autochtones ont le droit de revivifier, d'utiliser, de développer et de transmettre aux générations futures leur histoire, leur langue, leurs traditions orales, leur philosophie, leur système d'écriture et leur littérature, ainsi que de choisir et de conserver leurs propres noms pour les communautés, les lieux et les personnes.

2. Les États prennent des mesures efficaces pour protéger ce droit et faire en sorte que les peuples autochtones puissent

administrative proceedings, where necessary through the provision of interpretation or by other appropriate means.

Article 14

1. Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning.
2. Indigenous individuals, particularly children, have the right to all levels and forms of education of the State without discrimination.
3. States shall, in conjunction with indigenous peoples, take effective measures, in order for indigenous individuals, particularly children, including those living outside their communities, to have access, when possible, to an education in their own culture and provided in their own language.

Article 15

1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.
2. States shall take effective measures, in consultation and co-operation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

Article 16

1. Indigenous peoples have the right to establish their own media in their own languages and to have access to all forms of non-indigenous media without discrimination.
2. States shall take effective measures to ensure that State-owned media duly reflect indigenous cultural diversity. States, without prejudice to ensuring full freedom of expression, should encourage privately owned media to adequately reflect indigenous cultural diversity.

Article 17

1. Indigenous individuals and peoples have the right to enjoy fully all rights established under applicable international and domestic labour law.
2. States shall in consultation and cooperation with indigenous peoples take specific measures to protect indigenous children from economic exploitation and from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development, taking into account their special vulnerability and the importance of education for their empowerment.
3. Indigenous individuals have the right not to be subjected to any discriminatory conditions of labour and, inter alia, employment or salary.

comprendre et être compris dans les procédures politiques, juridiques et administratives, en fournissant, si nécessaire, des services d'interprétation ou d'autres moyens appropriés.

Article 14

1. Les peuples autochtones ont le droit d'établir et de contrôler leurs propres systèmes et établissements scolaires où l'enseignement est dispensé dans leur propre langue, d'une manière adaptée à leurs méthodes culturelles d'enseignement et d'apprentissage.
2. Les autochtones, en particulier les enfants, ont le droit d'accéder à tous les niveaux et à toutes les formes d'enseignement public, sans discrimination aucune.
3. Les États, en concertation avec les peuples autochtones, prennent des mesures efficaces pour que les autochtones, en particulier les enfants, vivant à l'extérieur de leur communauté, puissent accéder, lorsque cela est possible, à un enseignement dispensé selon leur propre culture et dans leur propre langue.

Article 15

1. Les peuples autochtones ont droit à ce que l'enseignement et les moyens d'information reflètent fidèlement la dignité et la diversité de leurs cultures, de leurs traditions, de leur histoire et de leurs aspirations.
2. Les États prennent des mesures efficaces, en consultation et en coopération avec les peuples autochtones concernés, pour combattre les préjugés et éliminer la discrimination et pour promouvoir la tolérance, la compréhension et de bonnes relations entre les peuples autochtones et toutes les autres composantes de la société.

Article 16

1. Les peuples autochtones ont le droit d'établir leurs propres médias dans leur propre langue et d'accéder à toutes les formes de médias non autochtones sans discrimination aucune.
2. Les États prennent des mesures efficaces pour faire en sorte que les médias publics reflètent dûment la diversité culturelle autochtone. Les États, sans préjudice de l'obligation d'assurer pleinement la liberté d'expression, encouragent les médias privés à refléter de manière adéquate la diversité culturelle autochtone.

Article 17

1. Les autochtones, individus et peuples, ont le droit de jouir pleinement de tous les droits établis par le droit du travail international et national applicable.
2. Les États doivent, en consultation et en coopération avec les peuples autochtones, prendre des mesures visant spécifiquement à protéger les enfants autochtones contre l'exploitation économique et contre tout travail susceptible d'être dangereux ou d'entraver leur éducation ou de nuire à leur santé ou à leur développement physique, mental, spirituel, moral ou social, en tenant compte de leur vulnérabilité particulière et de l'importance de l'éducation pour leur autonomisation.
3. Les autochtones ont le droit de n'être soumis à aucune condition de travail discriminatoire, notamment en matière d'emploi ou de rémunération.

Article 18

Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision-making institutions.

Article 19

States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.

Article 20

1. Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities.
2. Indigenous peoples deprived of their means of subsistence and development are entitled to just and fair redress.

Article 21

1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, *inter alia*, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.
2. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.

Article 22

1. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of this Declaration.
2. States shall take measures, in conjunction with indigenous peoples, to ensure that indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.

Article 23

Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting

Article 18

Les peuples autochtones ont le droit de participer à la prise de décisions sur des questions qui peuvent concerner leurs droits, par l'intermédiaire de représentants qu'ils ont eux-mêmes choisis conformément à leurs propres procédures, ainsi que le droit de conserver et de développer leurs propres institutions décisionnelles.

Article 19

Les États se concertent et coopèrent de bonne foi avec les peuples autochtones intéressés — par l'intermédiaire de leurs propres institutions représentatives — avant d'adopter et d'appliquer des mesures législatives ou administratives susceptibles de concerner les peuples autochtones, afin d'obtenir leur consentement préalable, donné librement et en connaissance de cause.

Article 20

1. Les peuples autochtones ont le droit de conserver et de développer leurs systèmes ou institutions politiques, économiques et sociaux, de disposer en toute sécurité de leurs propres moyens de subsistance et de développement et de se livrer librement à toutes leurs activités économiques, traditionnelles et autres.
2. Les peuples autochtones privés de leurs moyens de subsistance et de développement ont droit à une indemnisation juste et équitable.

Article 21

1. Les peuples autochtones ont droit, sans discrimination d'aucune sorte, à l'amélioration de leur situation économique et sociale, notamment dans les domaines de l'éducation, de l'emploi, de la formation et de la reconversion professionnelles, du logement, de l'assainissement, de la santé et de la sécurité sociale.
2. Les États prennent des mesures efficaces et, selon qu'il conviendra, des mesures spéciales pour assurer une amélioration continue de la situation économique et sociale des peuples autochtones. Une attention particulière est accordée aux droits et aux besoins particuliers des anciens, des femmes, des jeunes, des enfants et des personnes handicapées autochtones.

Article 22

1. Une attention particulière est accordée aux droits et aux besoins spéciaux des anciens, des femmes, des jeunes, des enfants et des personnes handicapées autochtones dans l'application de la présente Déclaration.
2. Les États prennent des mesures, en concertation avec les peuples autochtones, pour veiller à ce que les femmes et les enfants autochtones soient pleinement protégés contre toutes les formes de violence et de discrimination et bénéficient des garanties voulues.

Article 23

Les peuples autochtones ont le droit de définir et d'élaborer des priorités et des stratégies en vue d'exercer leur droit au développement. En particulier, ils ont le droit d'être activement associés à l'élaboration et à la définition des programmes de santé, de logement et d'autres programmes

them and, as far as possible, to administer such programmes through their own institutions.

Article 24

1. Indigenous peoples have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals and minerals. Indigenous individuals also have the right to access, without any discrimination, to all social and health services.
2. Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health. States shall take the necessary steps with a view to achieving progressively the full realization of this right.

Article 25

Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.

Article 26

1. Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired.
2. Indigenous peoples have the right to own, use, develop and control the lands, territories and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired.
3. States shall give legal recognition and protection to these lands, territories and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the indigenous peoples concerned.

Article 27

States shall establish and implement, in conjunction with indigenous peoples concerned, a fair, independent, impartial, open and transparent process, giving due recognition to indigenous peoples' laws, traditions, customs and land tenure systems, to recognize and adjudicate the rights of indigenous peoples pertaining to their lands, territories and resources, including those which were traditionally owned or otherwise occupied or used. Indigenous peoples shall have the right to participate in this process.

Article 28

1. Indigenous peoples have the right to redress, by means that can include restitution or, when this is not possible, just, fair and equitable compensation, for the lands, territories and resources which they have traditionally owned or otherwise occupied or used, and which have been confiscated, taken, occupied, used or damaged without their free, prior and informed consent.
2. Unless otherwise freely agreed upon by the peoples concerned, compensation shall take the form of lands, territories

économiques et sociaux les concernant, et, autant que possible, de les administrer par l'intermédiaire de leurs propres institutions.

Article 24

1. Les peuples autochtones ont droit à leur pharmacopée traditionnelle et ils ont le droit de conserver leurs pratiques médicales, notamment de préserver leurs plantes médicinales, animaux et minéraux d'intérêt vital. Les autochtones ont aussi le droit d'avoir accès, sans aucune discrimination, à tous les services sociaux et de santé.
2. Les autochtones ont le droit, en toute égalité, de jouir du meilleur état possible de santé physique et mentale. Les États prennent les mesures nécessaires en vue d'assurer progressivement la pleine réalisation de ce droit.

Article 25

Les peuples autochtones ont le droit de conserver et de renforcer leurs liens spirituels particuliers avec les terres, territoires, eaux et zones maritimes côtières et autres ressources qu'ils possèdent ou occupent et utilisent traditionnellement, et d'assumer leurs responsabilités en la matière à l'égard des générations futures.

Article 26

1. Les peuples autochtones ont le droit aux terres, territoires et ressources qu'ils possèdent et occupent traditionnellement ou qu'ils ont utilisés ou acquis.
2. Les peuples autochtones ont le droit de posséder, d'utiliser, de mettre en valeur et de contrôler les terres, territoires et ressources qu'ils possèdent parce qu'ils leur appartiennent ou qu'ils les occupent ou les utilisent traditionnellement, ainsi que ceux qu'ils ont acquis.
3. Les États accordent reconnaissance et protection juridiques à ces terres, territoires et ressources. Cette reconnaissance se fait en respectant dûment les coutumes, traditions et régimes fonciers des peuples autochtones concernés.

Article 27

Les États mettront en place et appliqueront, en concertation avec les peuples autochtones concernés, un processus équitable, indépendant, impartial, ouvert et transparent prenant dûment en compte les lois, traditions, coutumes et régimes fonciers des peuples autochtones, afin de reconnaître les droits des peuples autochtones en ce qui concerne leurs terres, territoires et ressources, y compris ceux qu'ils possèdent, occupent ou utilisent traditionnellement, et de statuer sur ces droits. Les peuples autochtones auront le droit de participer à ce processus.

Article 28

1. Les peuples autochtones ont droit à réparation, par le biais, notamment, de la restitution ou, lorsque cela n'est pas possible, d'une indemnisation juste, correcte et équitable pour les terres, territoires et ressources qu'ils possédaient traditionnellement ou occupaient ou utilisaient et qui ont été confisqués, pris, occupés, exploités ou dégradés sans leur consentement préalable, donné librement et en connaissance de cause.
2. Sauf si les peuples concernés en décident librement d'une autre façon, l'indemnisation se fait sous forme de terres, de

and resources equal in quality, size and legal status or of monetary compensation or other appropriate redress.

Article 29

1. Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination.
2. States shall take effective measures to ensure that no storage or disposal of hazardous materials shall take place in the lands or territories of indigenous peoples without their free, prior and informed consent.
3. States shall also take effective measures to ensure, as needed, that programmes for monitoring, maintaining and restoring the health of indigenous peoples, as developed and implemented by the peoples affected by such materials, are duly implemented.

Article 30

1. Military activities shall not take place in the lands or territories of indigenous peoples, unless justified by a relevant public interest or otherwise freely agreed with or requested by the indigenous peoples concerned.
2. States shall undertake effective consultations with the indigenous peoples concerned, through appropriate procedures and in particular through their representative institutions, prior to using their lands or territories for military activities.

Article 31

1. Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.
2. In conjunction with indigenous peoples, States shall take effective measures to recognize and protect the exercise of these rights.

Article 32

1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources.
2. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or

territoires et de ressources équivalents par leur qualité, leur étendue et leur régime juridique, ou d'une indemnité pécuniaire ou de toute autre réparation appropriée.

Article 29

1. Les peuples autochtones ont droit à la préservation et à la protection de leur environnement et de la capacité de production de leurs terres ou territoires et ressources. À ces fins, les États établissent et mettent en oeuvre des programmes d'assistance à l'intention des peuples autochtones, sans discrimination d'aucune sorte.
2. Les États prennent des mesures efficaces pour veiller à ce qu'aucune matière dangereuse ne soit stockée ou déchargée sur les terres ou territoires des peuples autochtones sans leur consentement préalable, donné librement et en connaissance de cause.
3. Les États prennent aussi, selon que de besoin, des mesures efficaces pour veiller à ce que des programmes de surveillance, de prévention et de soins de santé destinés aux peuples autochtones affectés par ces matières, et conçus et exécutés par eux, soient dûment mis en oeuvre.

Article 30

1. Il ne peut y avoir d'activités militaires sur les terres ou territoires des peuples autochtones, à moins que ces activités ne soient justifiées par des raisons d'intérêt public ou qu'elles n'aient été librement décidées en accord avec les peuples autochtones concernés, ou demandées par ces derniers.
2. Les États engagent des consultations effectives avec les peuples autochtones concernés, par le biais de procédures appropriées et, en particulier, par l'intermédiaire de leurs institutions représentatives, avant d'utiliser leurs terres et territoires pour des activités militaires.

Article 31

1. Les peuples autochtones ont le droit de préserver, de contrôler, de protéger et de développer leur patrimoine culturel, leur savoir traditionnel et leurs expressions culturelles traditionnelles ainsi que les manifestations de leurs sciences, techniques et culture, y compris leurs ressources humaines et génétiques, leurs semences, leur pharmacopée, leur connaissance des propriétés de la faune et de la flore, leurs traditions orales, leur littérature, leur esthétique, leurs sports et leurs jeux traditionnels et leurs arts visuels et du spectacle. Ils ont également le droit de préserver, de contrôler, de protéger et de développer leur propriété intellectuelle collective de ce patrimoine culturel, de ce savoir traditionnel et de ces expressions culturelles traditionnelles.
2. En concertation avec les peuples autochtones, les États prennent des mesures efficaces pour reconnaître ces droits et en protéger l'exercice.

Article 32

1. Les peuples autochtones ont le droit de définir et d'établir des priorités et des stratégies pour la mise en valeur et l'utilisation de leurs terres ou territoires et autres ressources.
2. Les États consultent les peuples autochtones concernés et coopèrent avec eux de bonne foi par l'intermédiaire de leurs propres institutions représentatives, en vue d'obtenir leur consentement, donné librement et en connaissance de cause,

territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources.

3. States shall provide effective mechanisms for just and fair redress for any such activities, and appropriate measures shall be taken to mitigate adverse environmental, economic, social, cultural or spiritual impact.

Article 33

1. Indigenous peoples have the right to determine their own identity or membership in accordance with their customs and traditions. This does not impair the right of indigenous individuals to obtain citizenship of the States in which they live.

2. Indigenous peoples have the right to determine the structures and to select the membership of their institutions in accordance with their own procedures.

Article 34

Indigenous peoples have the right to promote, develop and maintain their institutional structures and their distinctive customs, spirituality, traditions, procedures, practices and, in the cases where they exist, juridical systems or customs, in accordance with international human rights standards.

Article 35

Indigenous peoples have the right to determine the responsibilities of individuals to their communities.

Article 36

1. Indigenous peoples, in particular those divided by international borders, have the right to maintain and develop contacts, relations and cooperation, including activities for spiritual, cultural, political, economic and social purposes, with their own members as well as other peoples across borders.

2. States, in consultation and cooperation with indigenous peoples, shall take effective measures to facilitate the exercise and ensure the implementation of this right.

Article 37

1. Indigenous peoples have the right to the recognition, observance and enforcement of treaties, agreements and other constructive arrangements concluded with States or their successors and to have States honour and respect such treaties, agreements and other constructive arrangements.

2. Nothing in this Declaration may be interpreted as diminishing or eliminating the rights of indigenous peoples contained in treaties, agreements and other constructive arrangements.

Article 38

States, in consultation and cooperation with indigenous peoples, shall take the appropriate measures, including legislative measures, to achieve the ends of this Declaration.

avant l'approbation de tout projet ayant des incidences sur leurs terres ou territoires et autres ressources, notamment en ce qui concerne la mise en valeur, l'utilisation ou l'exploitation des ressources minérales, hydriques ou autres.

3. Les États mettent en place des mécanismes efficaces visant à assurer une réparation juste et équitable pour toute activité de cette nature, et des mesures adéquates sont prises pour en atténuer les effets néfastes sur les plans environnemental, économique, social, culturel ou spirituel.

Article 33

1. Les peuples autochtones ont le droit de décider de leur propre identité ou appartenance conformément à leurs coutumes et traditions, sans préjudice du droit des autochtones d'obtenir, à titre individuel, la citoyenneté de l'État dans lequel ils vivent.

2. Les peuples autochtones ont le droit de déterminer les structures de leurs institutions et d'en choisir les membres selon leurs propres procédures.

Article 34

Les peuples autochtones ont le droit de promouvoir, de développer et de conserver leurs structures institutionnelles et leurs coutumes, spiritualité, traditions, procédures ou pratiques particulières et, lorsqu'ils existent, leurs systèmes ou coutumes juridiques, en conformité avec les normes internationales relatives aux droits de l'homme.

Article 35

Les peuples autochtones ont le droit de déterminer les responsabilités des individus envers leur communauté.

Article 36

1. Les peuples autochtones, en particulier ceux qui vivent de part et d'autre de frontières internationales, ont le droit d'entretenir et de développer, à travers ces frontières, des contacts, des relations et des liens de coopération avec leurs propres membres ainsi qu'avec les autres peuples, notamment des activités ayant des buts spirituels, culturels, politiques, économiques et sociaux.

2. Les États prennent, en consultation et en coopération avec les peuples autochtones, des mesures efficaces pour faciliter l'exercice de ce droit et en assurer l'application.

Article 37

1. Les peuples autochtones ont droit à ce que les traités, accords et autres arrangements constructifs conclus avec des États ou leurs successeurs soient reconnus et effectivement appliqués, et à ce que les États honorent et respectent lesdits traités, accords et autres arrangements constructifs.

2. Aucune disposition de la présente Déclaration ne peut être interprétée de manière à diminuer ou à nier les droits des peuples autochtones énoncés dans des traités, accords et autres arrangements constructifs.

Article 38

Les États prennent, en consultation et en coopération avec les peuples autochtones, les mesures appropriées, y compris législatives, pour atteindre les buts de la présente Déclaration.

Article 39

Indigenous peoples have the right to have access to financial and technical assistance from States and through international cooperation, for the enjoyment of the rights contained in this Declaration.

Article 40

Indigenous peoples have the right to access to and prompt decision through just and fair procedures for the resolution of conflicts and disputes with States or other parties, as well as to effective remedies for all infringements of their individual and collective rights. Such a decision shall give due consideration to the customs, traditions, rules and legal systems of the indigenous peoples concerned and international human rights.

Article 41

The organs and specialized agencies of the United Nations system and other intergovernmental organizations shall contribute to the full realization of the provisions of this Declaration through the mobilization, inter alia, of financial cooperation and technical assistance. Ways and means of ensuring participation of indigenous peoples on issues affecting them shall be established.

Article 42

The United Nations, its bodies, including the Permanent Forum on Indigenous Issues, and specialized agencies, including at the country level, and States shall promote respect for and full application of the provisions of this Declaration and follow up the effectiveness of this Declaration.

Article 43

The rights recognized herein constitute the minimum standards for the survival, dignity and well-being of the indigenous peoples of the world.

Article 44

All the rights and freedoms recognized herein are equally guaranteed to male and female indigenous individuals.

Article 45

Nothing in this Declaration may be construed as diminishing or extinguishing the rights indigenous peoples have now or may acquire in the future.

Article 46

1. Nothing in this Declaration may be interpreted as implying for any State, people, group or person any right to engage in any activity or to perform any act contrary to the Charter of the United Nations or construed as authorizing or encouraging any action which would dismember or impair, totally or in part, the territorial integrity or political unity of sovereign and independent States.

2. In the exercise of the rights enunciated in the present Declaration, human rights and fundamental freedoms of all shall

Article 39

Les peuples autochtones ont le droit d'avoir accès à une assistance financière et technique, de la part des États et dans le cadre de la coopération internationale, pour jouir des droits énoncés dans la présente Déclaration.

Article 40

Les peuples autochtones ont le droit d'avoir accès à des procédures justes et équitables pour le règlement des conflits et des différends avec les États ou d'autres parties et à une décision rapide en la matière, ainsi qu'à des voies de recours efficaces pour toute violation de leurs droits individuels et collectifs. Toute décision en la matière prendra dûment en considération les coutumes, traditions, règles et systèmes juridiques des peuples autochtones concernés et les normes internationales relatives aux droits de l'homme.

Article 41

Les organes et les institutions spécialisées du système des Nations Unies et d'autres organisations intergouvernementales contribuent à la pleine mise en oeuvre des dispositions de la présente Déclaration par la mobilisation, notamment, de la coopération financière et de l'assistance technique. Les moyens d'assurer la participation des peuples autochtones à l'examen des questions les concernant doivent être mis en place.

Article 42

L'Organisation des Nations Unies, ses organes, en particulier l'Instance permanente sur les questions autochtones, les institutions spécialisées, notamment au niveau des pays, et les États favorisent le respect et la pleine application des dispositions de la présente Déclaration et veillent à en assurer l'efficacité.

Article 43

Les droits reconnus dans la présente Déclaration constituent les normes minimales nécessaires à la survie, à la dignité et au bien-être des peuples autochtones du monde.

Article 44

Tous les droits et libertés reconnus dans la présente Déclaration sont garantis de la même façon à tous les autochtones, hommes et femmes.

Article 45

Aucune disposition de la présente Déclaration ne peut être interprétée comme entraînant la diminution ou l'extinction de droits que les peuples autochtones ont déjà ou sont susceptibles d'acquérir à l'avenir.

Article 46

1. Aucune disposition de la présente Déclaration ne peut être interprétée comme impliquant pour un État, un peuple, un groupement ou un individu un droit quelconque de se livrer à une activité ou d'accomplir un acte contraire à la Charte des Nations Unies, ni considérée comme autorisant ou encourageant aucun acte ayant pour effet de détruire ou d'amoinrir, totalement ou partiellement, l'intégrité territoriale ou l'unité politique d'un État souverain et indépendant.

be respected. The exercise of the rights set forth in this Declaration shall be subject only to such limitations as are determined by law and in accordance with international human rights obligations. Any such limitations shall be non-discriminatory and strictly necessary solely for the purpose of securing due recognition and respect for the rights and freedoms of others and for meeting the just and most compelling requirements of a democratic society.

3. The provisions set forth in this Declaration shall be interpreted in accordance with the principles of justice, democracy, respect for human rights, equality, non-discrimination, good governance and good faith.

2. Dans l'exercice des droits énoncés dans la présente Déclaration, les droits de l'homme et les libertés fondamentales de tous sont respectés. L'exercice des droits énoncés dans la présente Déclaration est soumis uniquement aux restrictions prévues par la loi et conformes aux obligations internationales relatives aux droits de l'homme. Toute restriction de cette nature sera non discriminatoire et strictement nécessaire à seule fin d'assurer la reconnaissance et le respect des droits et libertés d'autrui et de satisfaire aux justes exigences qui s'imposent dans une société démocratique.

3. Les dispositions énoncées dans la présente Déclaration seront interprétées conformément aux principes de justice, de démocratie, de respect des droits de l'homme, d'égalité, de non-discrimination, de bonne gouvernance et de bonne foi.



BRIEFING NOTE TO THE MINISTER

CANADA'S CORE PUBLIC INFRASTRUCTURE SURVEY

(For Information)

ISSUE

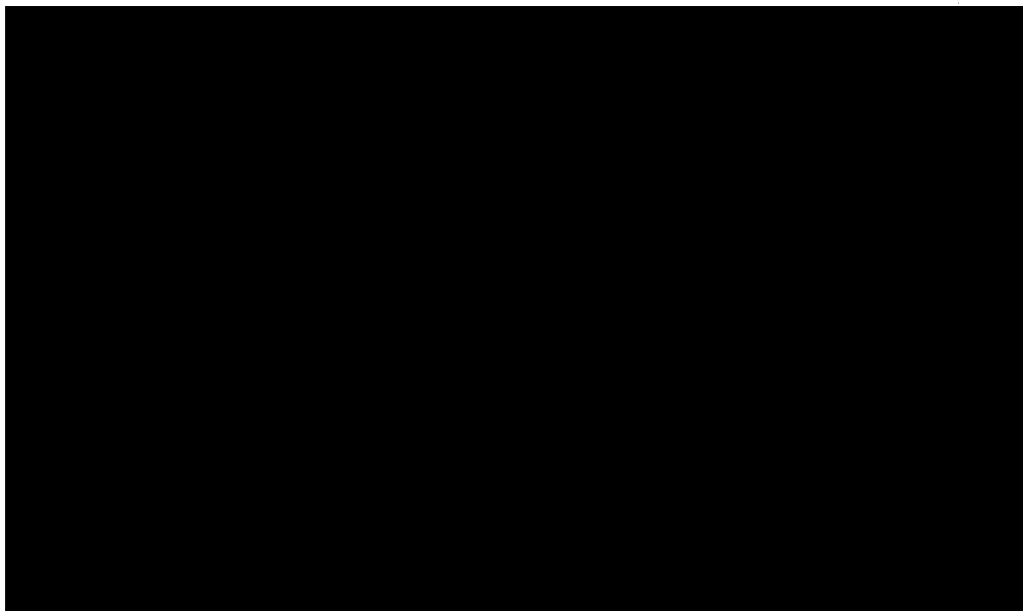
- The purpose of this note is to provide an update on Canada's Core Public Infrastructure (CCPI) survey, which officially closed on November 30, 2017.

BACKGROUND

- The new survey on CCPI, developed and launched in collaboration with Statistics Canada (StatCan), will provide a picture of the current state and performance of public infrastructure across Canada. It is the first national survey regarding core public infrastructure, and provides statistical information on the stock, condition, performance, and asset management strategies of Canada's core public infrastructure assets owned or leased by the federal, provincial, territorial and municipal levels of government.
- The data collected from the CCPI survey will provide Infrastructure Canada (INFC) and other users with much-needed baseline data on the state and performance of these asset classes, as well as on asset management practices. In addition, the survey results will fulfill some of INFC's reporting requirements, as outlined in the Investing in Canada charter, as well as other federal reporting requirements.
- The CCPI survey focuses on 9 asset classes: public transit; roads; bridges and tunnels; wastewater; potable water; storm water; sports/recreation/culture; solid waste; and social and affordable housing, plus asset management planning.
- Survey coverage for CCPI is extensive and accounts for a sample size of 2,142 respondents, which includes: all urban municipalities; all federal, provincial, territorial and regional government organizations; a sample of rural and northern communities; and a sample of First Nations communities.
- Two versions of the CCPI survey were developed to account for variances in the respondent population. The first version was launched on July 24, 2017 for all levels of government (i.e. provincial, territorial, regional, and municipal), in addition to off-reserve Modern Treaty and Self-Governing Indigenous Communities, Métis, and Inuit. The second version of the survey targeted on-reserve First Nations communities, and was developed with input from members of the Assembly of First Nations, Chiefs from the Committee on Housing and Infrastructure, First Nations infrastructure technicians, and others. This modified, shortened version of the survey was launched the week of September 12, 2017.

- StatCan conducted survey follow-ups for non-respondents until survey closure. Key respondents, such as large municipalities, that have not provided input, will be contacted again in the coming weeks for a final effort to collect information. First Nations respondent follow-ups were done following established StatCan protocols and by using StatCan's Aboriginal Liaison Advisors.
- Work towards final data collection, verification, analysis and dissemination will be done in collaboration by INFC and StatCan. Subject matter expertise from other federal departments such as the Canada Mortgage and Housing Corporation, Environment and Climate Change Canada, Transport Canada, will be sought as part of the data validation process. These major milestones remain ongoing until final dissemination of an infrastructure report, which is expected by summer 2018.
- INFC is also working with StatCan to leverage their existing Capital Expenditure and Repair (CAPEX) survey in order to provide INFC with information on the annual level of capital expenditures by order of government and by asset class. INFC has requested that additional content be added to the existing CAPEX survey to monitor federal infrastructure investment levels and measure incremental infrastructure spending. The ongoing work of both the CCPI and CAPEX surveys will provide a baseline set of infrastructure data required for INFC's reporting on results to Canadians.

CONSIDERATIONS



- StatCan has conducted non-response follow-ups for all outstanding municipalities. This process has included calling all non-respondents an average of nine times. Further follow-up has also included sending reminder postcards, and covering letters prompting non-respondents about the survey. Final follow-up with this group will occur in the next weeks.
- Once preliminary results are available, INFC will need to review the micro-data for quality and verification purposes. Such micro-data includes detailed information at the respondent level, such as, "the condition of water treatment facilities in the city of Toronto" or "the percentage of individuals who live within 1,000 metres of rapid transit service". The micro-data will provide INFC detailed infrastructure responses by jurisdiction, by asset, and even by survey question. Such detail will allow for a greater understanding of the 2016 state and performance of infrastructure assets in Canada. In order to access this data, StatCan requires a Memorandum of Understanding (MOU) for data-sharing. This is a standard MOU with StatCan used for micro-data sharing purposes, and data access will consist of various surveys of interest to INFC, including CCPI. A separate briefing will be provided once the MOU is finalized, as it will require the Deputy Minister's signature. It should be emphasized that while the microdata will be accessible, the identity of the survey respondents will remain confidential.

NEXT STEPS

- Work with StatCan remains ongoing to ensure the collection, validation, verification, and analysis of survey results will be completed for the upcoming data release in summer 2018. INFC should have access to the preliminary results in mid-February, as part of the validation and verification exercise.
- When the results are finalized, they will be disseminated by StatCan through the Daily, as per the requirements under the *Statistics Act*. This release will be coordinated with INFC to ensure information from this department is disseminated to the public at the same time.
- We will continue to engage INFC's Communications Branch and with our IM/IT colleagues, among others, to allow for results to be published through the government's Open Data portal and information products to be shared through the INFC website.
- We will keep you apprised of this work and we will update you when we have had a chance to review the preliminary data in February/March.

 Kelly Gillis
 Deputy Minister
 Infrastructure and Communities

 Date



Infrastructure
Canada

BRIEFING NOTE TO THE DEPUTY MINISTER

PROPOSED FUNDING AMENDMENT FOR THE NATIONAL RESEARCH COUNCIL CANADA'S CLIMATE RESILIENT BUILDINGS AND CORE PUBLIC INFRASTRUCTURE PROJECT

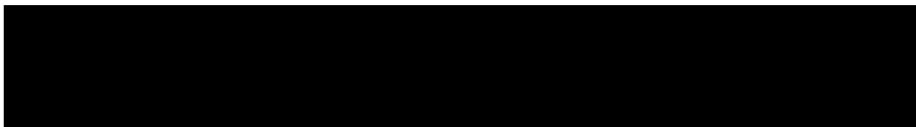
(For Signature)

ISSUE

- Your signature is sought on the attached proposed amendment (Annex A) to a Memorandum of Understanding between Infrastructure Canada (INFC) and the National Research Council Canada (NRC) to provide additional funding of \$ 2.5 million (M) this fiscal year to support delivery of the Climate Resilient Buildings and Core Public Infrastructure Project (CRBCPI).

BACKGROUND

- Canada's buildings and public infrastructure systems (bridges, roads, water and wastewater systems, transit etc.) have been designed based on historic data, and were not designed to account for climate change or weather extremes. Accordingly, Budget 2016 provided INFC \$40 million over five years, starting in 2016-2017, to update and integrate climate resilience into building and core public infrastructure design guides and codes.
- As a result of this Project, decision makers, constructors, owners and operators of buildings and public infrastructure (federal, provincial/territorial & municipal) will have evidence-based model codes, guides and decision support tools for the design and rehabilitation of buildings and key core public infrastructure so that they can account for and adapt to the effects of climate change. The National Research Council (NRC) is the project lead.
- In November 2016, INFC and NRC officials signed a MOU encompassing a Statement of Work and an Interdepartmental Financial Agreement to govern this initiative. Through this MOU \$4 million was allocated to the NRC in year one (2016-2017), and \$9 million annually in years two to five (2017- 2020).

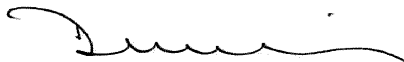


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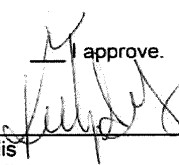
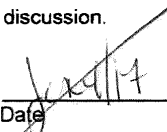


NEXT STEPS

- Upon your signature of the proposed amendment, the document would be provided to NRC's President for signature. Confirmation of approval by NRC's President will trigger transfer of the funds from INFC to NRC.



David Murchison
Assistant Deputy Minister
Policy and Results

<input checked="" type="checkbox"/> I approve.	<input type="checkbox"/> I do not approve.	<input type="checkbox"/> For discussion.
 _____ Kelly Gillis Deputy Minister Infrastructure and Communities		 _____ Date JAN 04 2018
or		
_____ Yazmine Laroche Associate Deputy Minister Infrastructure and Communities		_____ Date

Attachments:

Annex A - Proposed Amendment to the MOU and Interdepartmental Financial Arrangement for the NRC Services between the NRC and INFC regarding the CRBCPI Project
Annex B - Docket 45346

Annex A

**AMENDMENT #1 TO THE
MEMORANDUM OF UNDERSTANDING
AND
INTERDEPARTMENTAL FINANCIAL ARRANGEMENT
FOR NATIONAL RESEARCH COUNCIL OF CANADA SERVICES
BETWEEN NATIONAL RESEARCH COUNCIL OF CANADA
AND
INFRASTRUCTURE CANADA
REGARDING PROJECT
CLIMATE RESILIENT BUILDINGS AND CORE PUBLIC INFRASTRUCTURE (CRBCPI)**

THIS AMENDMENT is made between the National Research Council of Canada (called “NRC”) and Infrastructure Canada (called “INFC”) collectively referred to as the “Parties”;

WHEREAS NRC and INFC entered into a Memorandum of Understanding (hereinafter referred to as the “MOU”) effective 29 November 2016 for the update and development of Canada’s codes, standards and tools with the goal of achieving resilient and sustainable buildings and Core Public Infrastructure (CPI);

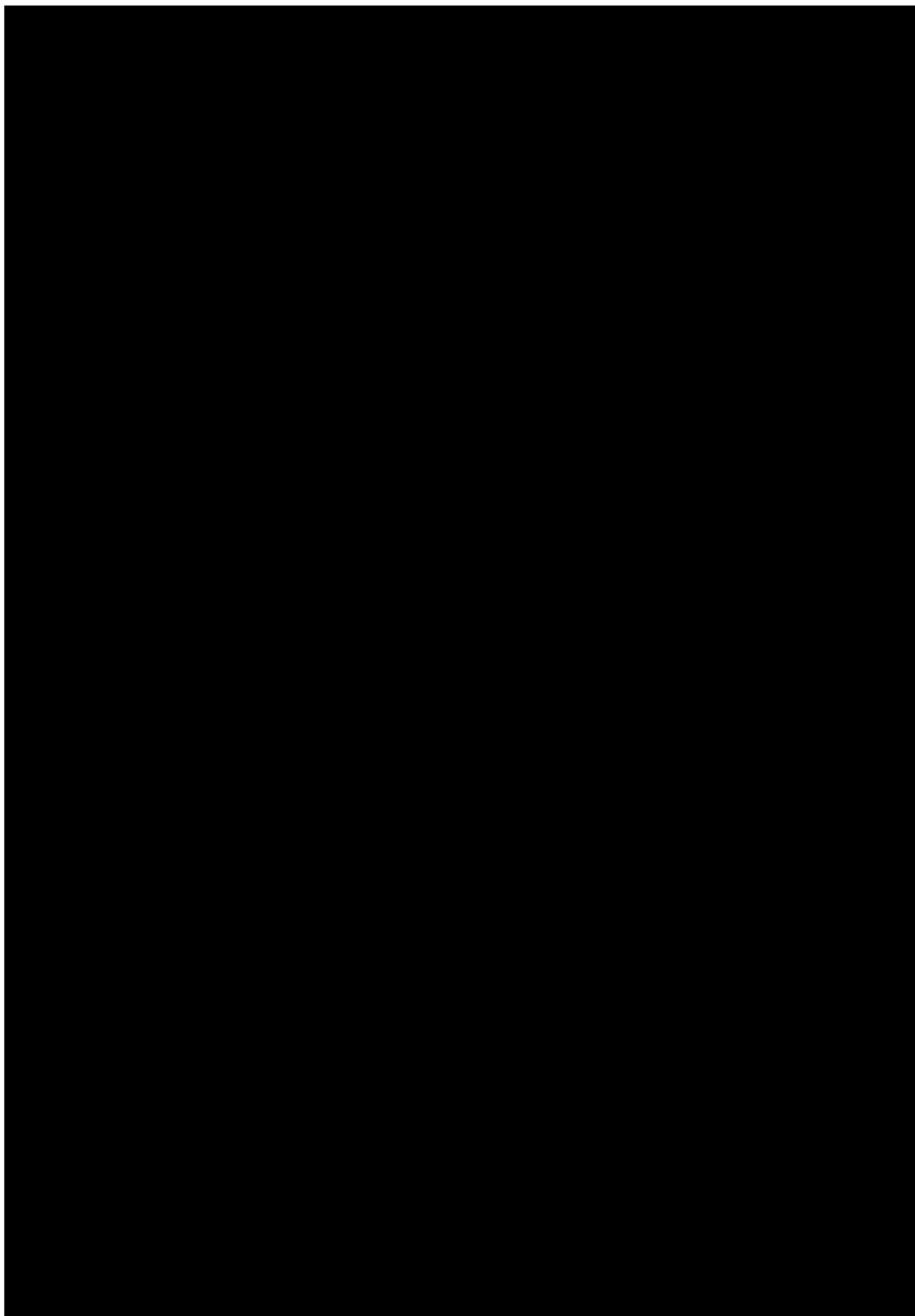
WHEREAS INFC will transfer an additional \$2.5M over the current Fiscal year to cover costs associated with these new deliverables.

NOW, THEREFORE, in consideration of the mutual covenants hereunder, the Parties agree as follows:

1. The MOU shall be read with the amended terms stated below. With respect to all other terms, the Parties confirm the Original MOU.
2. **Article 1 - Deliverables** of the MOU is revoked and replaced by the following:

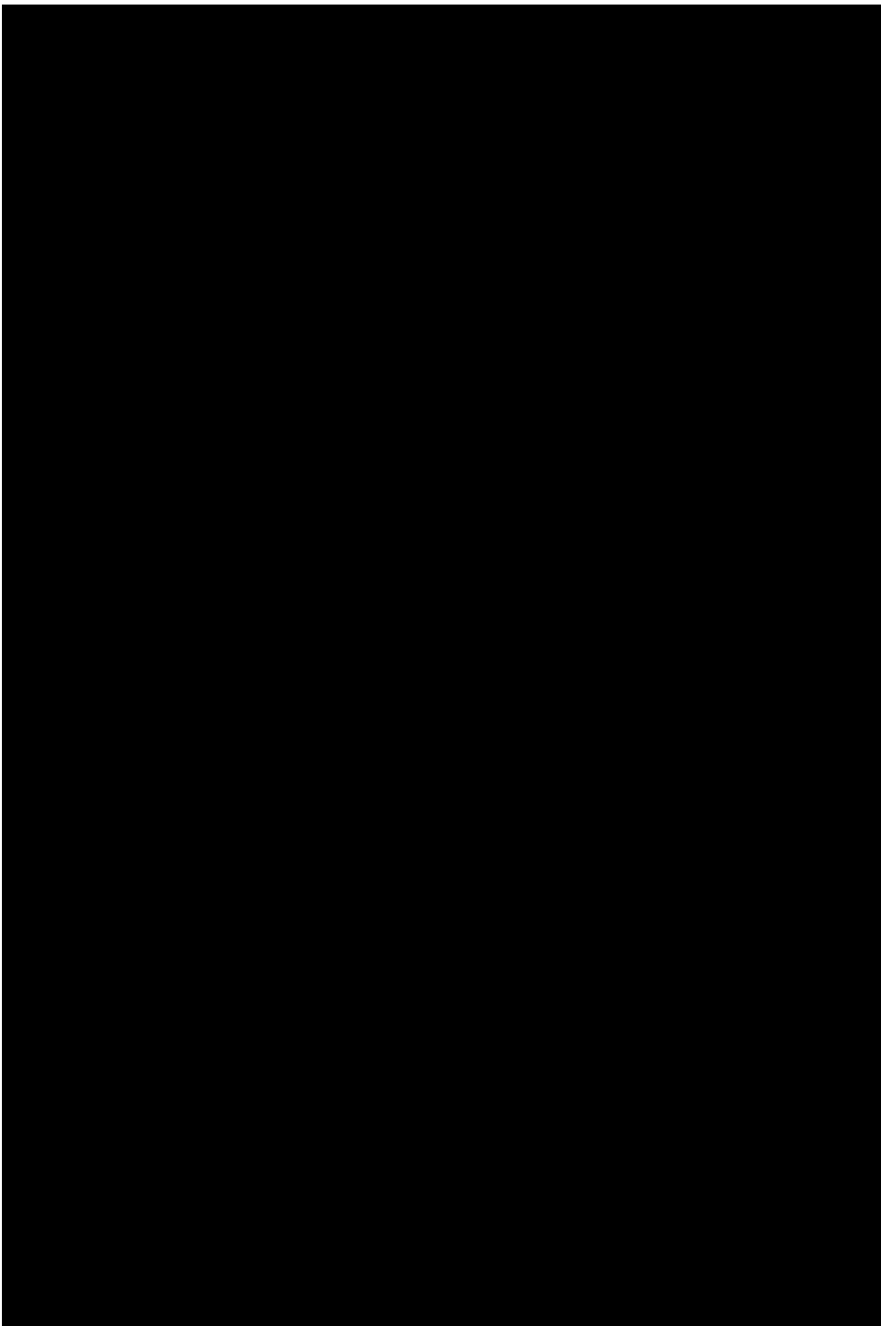
“Deliverables” are the tangible outcomes of the Project, such as reports, physical models, samples, data records, drawings, and machine-readable software, which are specifically mentioned in the Statement of Work and Deliverables that may be prepared for the Project and that will fall into four streams:

Withheld



Withheld

ATIA - 21(1)(a)



7. All other provisions of the MOU will remain unchanged.

SIGNED by INFC in Ottawa, ON, Canada

INFRASTRUCTURE CANADA

Date:

[Signature]

JAN 04 2018

[Signature]
Kelly Gillis
Deputy Minister
Infrastructure Canada

Annex B

**BRIEFING NOTE TO THE DEPUTY MINISTER****CLIMATE RESILIENT BUILDINGS AND THE CORE PUBLIC INFRASTRUCTURE PROJECT
ADDITIONAL FUNDING**

(For Signature)

ISSUE

- This note proposes an approach to amend our existing Memorandum of Understanding (MOU) with the National Research Council (NRC) to provide additional funding to deliver the Climate Resilient Buildings and Core Public Infrastructure project (CRBCPI).


- Additional funding has been requested by the NRC

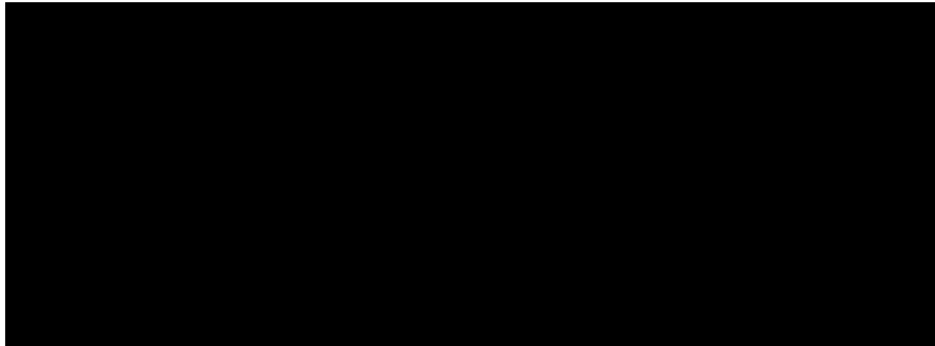
- The additional funds would be sourced from

BACKGROUND

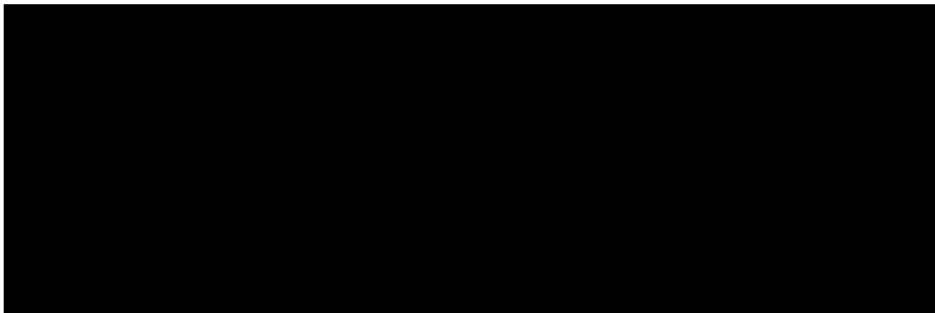
- Canada's buildings and public infrastructure systems (bridges, roads, water and wastewater systems, transit etc.) have been designed based on historic data, and were not designed to account for climate change or weather extremes. Accordingly, Budget 2016 provided INFC \$40 million over five years, starting in 2016-2017, to update and integrate climate resilience into building and core public infrastructure design guides and codes. This investment is also expected to support the Pan-Canadian Framework on Clean Growth and Climate Change and address some of the issues raised in the Commissioner of the Environment and Sustainable Development's spring 2016 report, *Mitigating the Impacts of Severe Weather*.
- As a result of this Project, decision makers, constructors, owners and operators of buildings and public infrastructure (federal, provincial/territorial & municipal) will have evidence-based model codes, guides and decision support tools for the design and rehabilitation of buildings and key core public infrastructure so that they can account for and adapt to the effects of climate change. The National Research Council (NRC) is the project lead.
- In November 2016, INFC and NRC officials signed a MOU encompassing a Statement of Work and an Interdepartmental Financial Agreement to govern this initiative. Through this MOU \$4 million was allocated to the NRC in year one (2016-2017), and \$9 million annually in years two to five (2017- 2020).

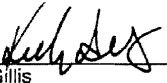

1. *Climatic data*

- A total of \$4 million was originally allocated to obtain climatic data and meteorological impacts information as foundational aspects of the initiative. The existing MOU refers to the objective of "developing models for the prediction of future climatic meteorological impacts on new existing Core Public Infrastructure and associated risk-based factors". Climate data is essential to determine these meteorological impacts.
 - In July 2017, the NRC reviewed its work plan and budget and, in consultation with Environment and Climate Change Canada (ECCC), determined that
- 



RECOMMENDATION



<input checked="checked" type="checkbox"/> I approve.	<input type="checkbox"/> I do not approve.	<input type="checkbox"/> For discussion.
		
Kelly Gillis Deputy Minister Infrastructure and Communities		Date

Annex A:
Backgrounder on CRBCPI

NRC's Climate Resilient Buildings and Core Public Infrastructure Project

About

Canada's climate is changing, and climate model projections suggest that greenhouse gas emissions will influence the climate for decades. Canada's buildings and public infrastructure systems (bridges, roads, water and wastewater systems, transit, etc.) are designed based on historic data, and were not designed to accommodate certain extreme weather events being attributed to climate change. As such, there is a growing risk of failure of buildings and infrastructure. Under the Pan-Canadian Climate Change Framework, Infrastructure Canada is providing \$40M in funding to NRC to deliver the Climate-Resilient Buildings and Core Public Infrastructure (CRBCPI) Project over a 5 year period to integrate climate resiliency into building and infrastructure design guides and codes. The funding, which began in 2016-17, will support the integration of climate resilience into design guides, codes and related materials which will be the basis for future infrastructure builds and rehabilitation work in Canada.

NRC's expertise

NRC is uniquely positioned to undertake this project. NRC has internationally recognized research capabilities and facilities in the areas of: building façade and roof resiliency; bridge design, monitoring and rehabilitation; material and system performance and durability; water/wastewater system design; ocean, coastal and riverine engineering; and fire research. Additionally, NRC's Canadian Codes Centre (CCC) provides technical and administrative support to the Canadian Commission on Building and Fire Codes (CCBFC) and its related committees, which are responsible for the development of Canada's National Model Construction Codes. NRC develops the National Master Specification - an easy-to-use framework for writing construction project specifications, and is home to the Canadian Construction Materials Centre - which offers a national evaluation service for all types of innovative building construction materials, products, systems and services.

Climate Data

Currently, Canadian buildings and infrastructure are designed based on historic data, and do not account for climate change or weather extremes. Under the CRBCPI project, NRC is working closely with Environment and Climate Change Canada (ECCC) and Canadian climate science experts to update climate design data for the model National Building Code and Canadian Highway Bridge Design Code - CSA S6. The data will cover a range of future Canadian climate states, covering over 650 locations across Canada, and will address climate extremes: enabling designers of Canada buildings and infrastructure to design for the future rather than the past.

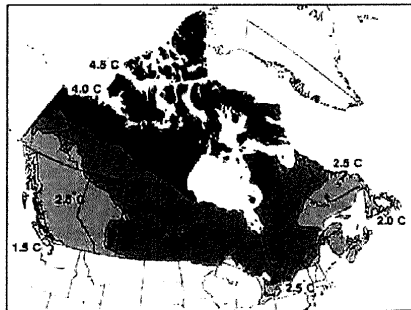


Figure 1. Projected Increase in Annual Average Temperature 2041-2070 (relative to 1976-2005)
(Working Group on Adaptation and Climate Resilience 2016)

Buildings

The development of provisions for the model National Building Code is currently underway, to address expected loads (temperature, rain, wind, snow, etc.) due to climate change and weather extremes. Temperature-related provisions are expected to be ready for potential inclusion in the 2020 NBC, while all structural design climate change provisions will be ready for implementation in the 2025 NBC.

Building materials and systems are also being examined – to ensure durability in a changing climate, and to ensure performance is as expected (for example: changing energy performance of insulation under different temperature conditions). This effort will include examining the hygrothermal performance of wall assemblies, and the development of guidelines for the retrofit of existing building envelopes. Work has begun, in conjunction with the roofing industry, to develop guidelines for commissioning and certifying in-situ roof resiliency to extreme wind loads, and to develop guidelines for extreme conditions.

The project will develop a new method of shallow ground temperature profiles for geotechnical investigations of thermal instability of permafrost, to provide a low-cost means to carry out a complete ground regime investigation leading to informed decisions on how to optimize resilient foundation design in the North.

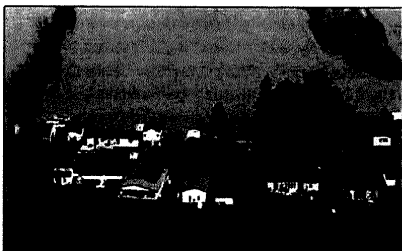


Figure 2. Flooding in Gatineau QC, 2017 – Ashley Burke, CBC

In conjunction with Health Canada, NRC will develop guidelines and potentially a tool to address overheating in buildings. The guidelines and tool will help building owners and designers to implement passive methods (such as insulation, mass, window choice, shading) to prevent overheating of interior spaces during heat waves and power outages, and to ensure the health of high-risk populations.

Flooding

An international workshop on floods and climate change was held in Ottawa, July 13-14, 2017. The outcomes from the workshop are being used to generate a plan for codes and guidelines to address flooding resilience for buildings. A focused Task Group is being put in place to guide this code provision and guideline development, supported by research in key areas such as ice jamming.

The project is also funding researchers at the University of Waterloo to develop two amphibious foundation prototypes for retrofit and new construction applications to demonstrate the concept and feasibility of this novel technology. From this effort, a best practice guide for amphibious foundation technology will be developed for use by municipalities, contractors and individual homeowners wishing to adopt the technology.

Wildland Urban Interface (WUI) Fires

A task group is being established to guide the development of a Code-ready National Guide for Wildland Urban Interface design. Additionally, test methods for material and configurations are being updated to account for WUI requirements.

Bridges

The CRBCPI project will seek to update the Canadian Highway Bridge Design Code to account for expected loads due to climate change and extreme weather events. Change provisions are being prepared for implementation in the 2024 CHBDC, with some limited provisions for the 2019 Code. Research work is underway to understand the impact of climate change and extreme weather events on design, life cycle performance and rehabilitation of bridges – including the impact of climate change on durability of materials, fatigue, and water loads and scour. Guidelines will be prepared on the adaptation of existing bridges to changing climate hazards. Additionally, climate change adaptation strategies including rapid fibre reinforced polymer (FRP)-based rehabilitation, ultra-high performance concrete, and structural health monitoring, will be explored and demonstrated in collaboration with industry and/or asset owners.

Water/Wastewater

Storm sewers and combined sewers and their related drainage systems are the most vulnerable types of water or wastewater systems in southern Canada, particularly to extreme rainfall and flooding. Guidelines are being developed for the adaptation of existing stormwater systems to climate change, to prevent flooding of urban areas, and to prevent discharge of untreated floodwaters.

Roads

A guide is being developed for the adaptation of existing roads to climate change, to help guide cost-effective maintenance and rehabilitation decisions. Additionally, the project will include a field trial of a pervious concrete pavement currently under development by NRC, to reduce urban rain runoff loads.

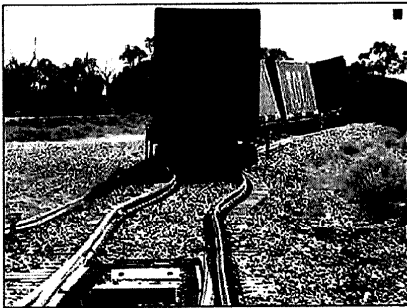


Figure 3. Track buckling from heat wave, Australia 2013
(Australian Transportation Safety Board)

Transit

In consultation with the Canadian Urban Transit Association (CUTA), three key climate change adaptation research areas were identified: The creation of guidelines for adapting underground rail systems to prevent flooding; the creation of guidelines for improved track design and monitoring protocols for resilience to the effects of extreme weather; and guidelines for long-term monitoring of transit tunnels, electrical equipment

assemblies and other non-track transit infrastructure to increase resilience to extreme weather.

Code/Guide Development

In addition to the codes provisions and guidelines outlined above, the CRBCPI project has established a Federal Government Departments Advisory Committee on Codes (FGDACC) to discuss OGD priorities related to the project, and identify priorities for technical committees. NRC is also putting together a new executive technical committee, the Associate Committee on Infrastructure Codes (ACIC). The ACIC

will be comprised of important stakeholders that will include Provinces and Territories (P/T), municipalities, associations, and industry, and will monitor and guide progress on Infrastructure related codes and guidelines.

NRC is working with CSA and ULC to select and update key standards to address climate resilience. These standards include, but are not limited to, the CSA Canadian Electrical Code and the CSA S6 Canadian Highway Bridge Design Code. NRC will also examine ways of addressing climate resilience in the National Master Specification, and in product evaluation criteria through the Canadian Construction Materials Centre.

Decision Support Tools

Decision support tools will be considered for development – where they are needed to assist in asset owners in making well-informed asset management decisions. This work may include the development of a simple quantitative risk-assessment tool for climate phenomenon, and practical engineering tools for life cycle assessment of climate change adaptation of buildings and infrastructure.



BRIEFING NOTE TO THE MINISTER

ENGAGEMENT ON THE SMART CITIES INDIGENOUS COMPETITION

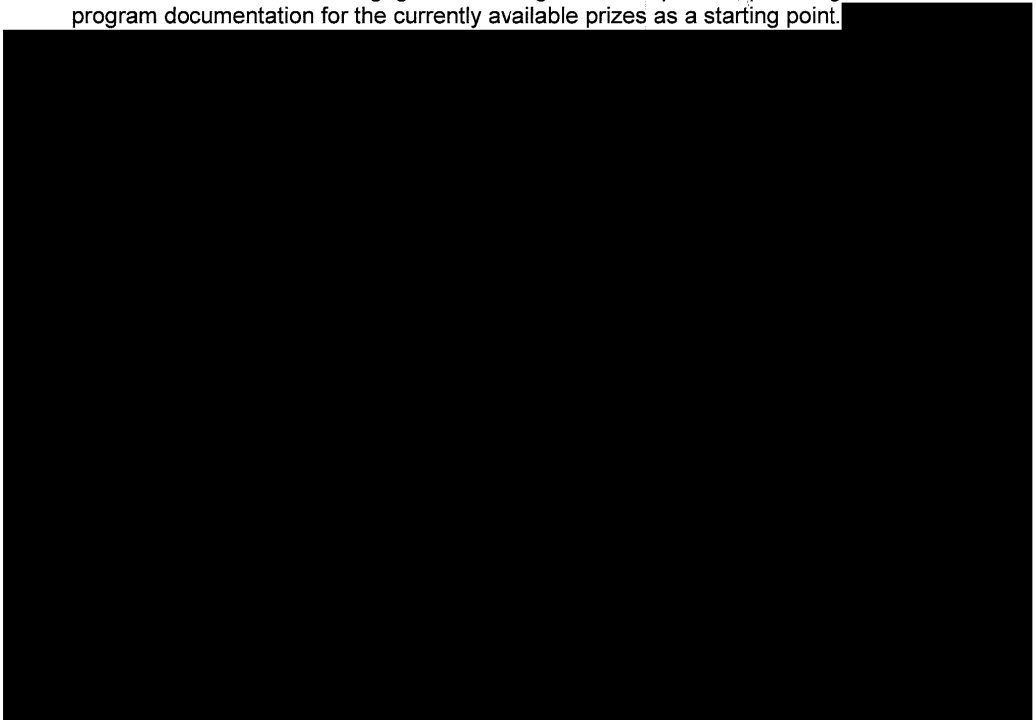
(For Information)

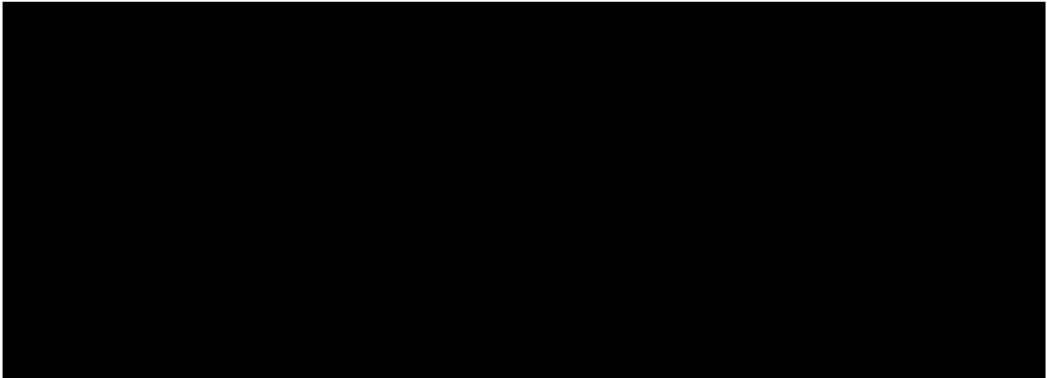
ISSUE

- We wish to update you on plans for further engagement with National Indigenous Organizations (NIO), leaders and communities on the design of an Indigenous-specific competition of the Smart Cities Challenge.

OVERVIEW

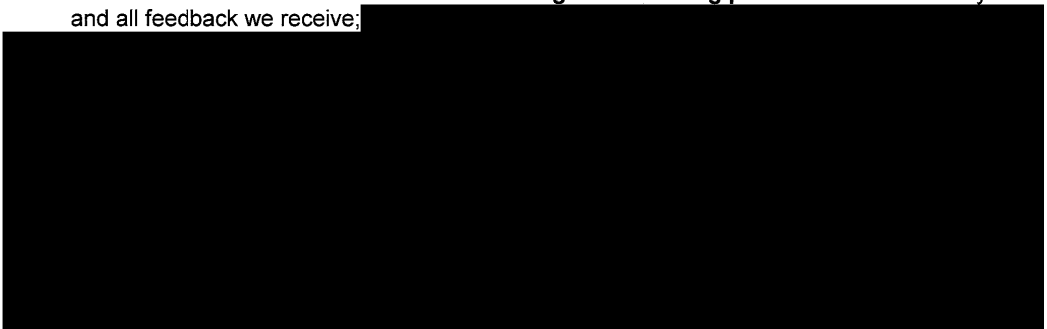
- In your calls with the leaders of the Metis National Council (MNC), the Inuit Tapiriit Kanatami (ITK) and the Assembly of First Nations (AFN), you committed to further engagement to inform the development of a specific Indigenous competition that reflects the realities facing Indigenous communities.
- The Department has begun the process of following up. In addition to our continued and expanding engagement with Indigenous communities themselves, we have reached out to each NIO to invite them to engage on the Indigenous competition, providing them with the program documentation for the currently available prizes as a starting point.



- 
- **Our approach will include Ministerial, Deputy-level and working-level engagement.** You have already started the process with your last round of conversations with the heads of each NIO. We are now engaging at the working level to explore the issues and take in feedback.

Outcomes of discussions will be tracked and reported back to your office at every stage of the engagement process.

- 
- **We will use the current Smart Cities Challenge as a starting point.** We will take in any and all feedback we receive;

- 
- **The Smart Cities team at INFC will formally report on results.** We will roll up and document results of discussions and report findings to senior officials from INFC, to you and to INAC. This report will include a description of the process, all parties with whom we engaged, key learnings, responses and proposed next steps.

SECRET

NEXT STEPS

- The Smart Cities Challenge will schedule working-level meetings with NIOs as well as with other organizations and communities and will keep your office apprised of the outcomes of discussions.
- An Indigenous competition will be designed to reflect the issues and realities of Indigenous communities that will be raised through this engagement process.
- A plan for implementation (including launch products, events and contribution agreements) will be developed.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

Attachments:

Annex 1: List of contacts with Indigenous groups since launch

Annex 2: [REDACTED]

Annex 1 - List of Indigenous Engagement Since launch

Since the launch of the Smart Cities Challenge, INFC has reached out to each NIO to provide information on the current competition and invite them to engage with us. In addition, through our cross-country information sessions and direct consultation, we have reached 39 communities. The high level of Nunavut communities reflects the fact that Smart Cities presented at the Nunavut Association of Municipalities conference in Iqaluit, which included all mayors.

Community or group	P/T
1. Metis (Alberta)	AB
2. Wetaskiwin	AB
3. Gitxsan Development Corporation	BC
4. Cross Lake Band of Indians	MB
5. Dakota Ojibway Tribal Council	MB
6. Manitoba Metis Federation	MB
7. Nanaandawewigamig	MB
8. Inuvialuit Regional Corporation	NWT
9. Mohawk Council of Akwesasne	ON
10. Lac La Ronge Indian Band	SK
11. Carcross Targish FN	YK
12. Kwanlin Dun First Nation	YK
13. Arctic Bay	NU
14. Cape Dorset	NU
15. Clyde River	NU
16. Grise Fiord	NU
17. Hall Beach	NU
18. Igloolik	NU
19. Iqaluit	NU
20. Kimmirut	NU
21. Pangnirtung	NU
22. Pond Inlet	NU
23. Qikiqtarjuaq	NU
24. Resolute Bay	NU
25. Sanikiluaq	NU
26. Arviat	NU
27. Baker lake	NU
28. Chesterfield Inlet	NU
29. Coral Harbour	NU
30. Nauyasat	NU
31. Rankin Inlet	NU
32. Whale Cove	NU
33. Cambridge Bay	NU
34. Gjoa Haven	NU
35. Kugaaruk	NU
36. Kugluktuk	NU
37. Taloyoak	NU

SECRET

Table of Contents

Deputy Ministers Task Force on Public Sector Innovation

- 0) Table of content**
- 1) Annotated Agenda**
- 2) Meeting Agenda**
- 3) IRCC Presentation - Design and Discipline: Improving Service Outcomes at IRCC**
- 4) ISED Presentation - Innovative Solutions Canada: Leveraging procurement to drive innovation**
- 5) TBS Presentation - Opening Government to Build Solutions**

Task Force on Public Sector Innovation (TF-PSI)

List of participants

Graham Flack (Co-Chair), Deputy Minister Canadian Heritage

Matthew Mendelsohn (Co-Chair), Deputy Secretary to the Cabinet, PCO

Manon Brassard, Deputy Minister / President of the Economic Development Agency of Canada for the Regions of Quebec

Nancy Chahwan, Deputy Commissioner Canada Revenue Agency

Kelly Gillis, Deputy Minister Infrastructure Canada

Paul Glover, President of the Canadian Food Inspection Agency

Philip Jennings, Associate Deputy Minister Natural Resources

Michael Keenan, Deputy Minister Transport Canada

Simon Kennedy, Deputy Minister Health Canada

Stephen Lucas, Deputy Minister Environment and Climate Change Canada

Benoît Robidoux, Associate Deputy Minister of Employment and Social Development

Taki Sarantakis, Associate Secretary Treasury Board of Canada Secretariat

Nada Semaan, Associate Deputy Minister of Agriculture and Agri-Food Canada

Janine Sherman, Deputy Secretary to the Cabinet, PCO

Catrina Tapley, Deputy Secretary to the Cabinet, PCO

Paul Thompson, Associate Deputy Minister, ISED

Gordon Venner, Associate Deputy Minister, DND

ANNOTATED MEETING AGENDA

DEPUTY MINSTERS TASK FORCE ON PUBLIC SECTOR INNOVATION

Monday, December 18, 2017

2:00 p.m. – 4:00 p.m.

Room 415, 80 Wellington, Ottawa

Item 1: 2:00 p.m.

Opening Remarks and Welcome

(10 mins)

Purpose:

- To provide an overview of the meeting and introduce new members of the Task Force.
- To introduce the following presentations and reiterate priority areas of the task force.

Presenter:

- Matthew Mendelsohn

Document:

- List of participants

Item 2: 2:10 p.m.

**Design and Discipline: Improving
Service Outcomes at IRCC**

(30 mins)

Purpose:

- To explore the work done by IRCC concerning the adoption of a design approach to improve client experience.

Presenter:

- Michelle Lattimore

Document:

- Design and Discipline: Improving Service Outcomes at IRCC

Summary of documents/background on issue:

- IRCC first noticed a discrepancy between overall client satisfaction and clients' behaviour. The department then decided to review its client interface process. Consultation with stakeholders through visits and interviews helped the design a new client interface process. Changes in the automated message, package tracking practices, and case management procedure all had a positive impact on client experience. The department shared best practices to other branches of the department to facilitate new practices uptake.

INFC perspective:

- INFC doesn't have direct interaction with the general public. However, the Smart Cities Challenge might be a good candidate for such process and practices improvement, for example when managing applications. Follow up practices detailed in the presentation could be applicable in situations where INFC contacts external stakeholders for repayable contributions.

Suggested questions for presenters:

- How many people were part of IRCC user centered design team, and did employees from the departmental team worked on the project full time?
- How did you measure and monitor progress? Were any tools more impactful then others (i.e. dashboards, etc.)
- How did you communicate the initiative and its progress in the department, and how were employees invited to contribute?
- How did you structure reporting mechanisms after each consultation rounds, and how areas of improvement were selected?

Item 3: 2:40 p.m.**Innovative Solutions Canada:
Leveraging procurement to drive
innovation****(30 mins)****Purpose:**

- To present the role of Innovative Solutions Canada and its mechanisms to leverage innovative procurement practices.

Presenters:

- Mitch Davies, ISED
- Robert Smith, ISED

Document:

- Innovative Solutions Canada: Leveraging procurement to drive innovation

Summary of documents/background on issue:

- Innovative Solution Canada will facilitate investments through open calls for solutions, project selection, and procurement opportunities. The program is structured with three phases and five desired outcomes related to the increase of: company growth, capital attraction, patent activity, R&D business, and talent retention and attraction. The presentation also highlights key success factors. Departments are invited to contribute and participate in the program at their convenience. The \$100 million program was announced and officially launched on December 14, 2017 by Minister Bains and Minister Chagger.

INFC perspective:

- Such a program is beneficial for industries relying on R&D outcomes to conduct their core business mandate. INFC doesn't fund direct R&D activities although horizontal results in the Investing in Canada Plan could benefit from commercialized technology for fuel efficiency technology that could be deployed in the infrastructure sector.

Comment for presenters:

- INFC could leverage the Smart Cities challenge to share the technology developed in the different initiatives around the country and possibly share the information on a collaborative platform.

Item 4: 3:10 p.m.

Opening Government to Build Solutions

(30 mins)

Purpose:

- To present case studies integrating the challenge-based procurement approach and discuss lessons learned from PCSP's pilot to help support TBS's current pilot.
- To discuss the replicability of the approach.

Presenters:

- Francis Bilodeau, TBS
- Jaimie Boyd, TBS

Document:

- Opening Government to Build Solutions

Summary of documents/background on issue:

- The Open by Default Procurement Pilot provides an agile, scalable model for digital procurement. This challenge-based approach is intended to make government more responsive and more open. The timeline includes a letter of interest, a call for proposals, a webinar, initial evaluation and a final decision. Lessons learned and opportunities from the pilot have been identified and will be discussed at the meeting.

INFC perspective:

- The outcome of the initiative could be applicable to Human Resources and IT processes. These processes would benefit from digital modernization, transparency and reduced lead time. In that regard, internal process bottlenecks could be reduced with such flexible policies and appropriate process oversight.

Suggested questions for presenters:

- How has the change affected the resource needs, the amount of paperwork, and the oversight mechanisms (including approvals) required?

Item 7: 3:40 p.m.

Closing remarks

(5 mins)

Purpose:

- To summarize the discussion and next steps for consideration.
- To discuss progress made on the identification of Policy and Program Entrepreneurs.
- Co-Chairs will also inform members of the next meeting date – February 8, 2018.

Presenters:

- Co-Chairs

INFC perspective:

- INFC HR has engaged with PCO on the INFC Policy and Program Entrepreneur initiative.

Deputy Ministers Task Force on Public Sector Innovation
Agenda – Meeting of December 18, 2017
80 Wellington, Room 415

1-877-413-4781

Code: 9223674

2:00 pm – 2:10 pm	Welcome and opening remarks	Matthew Mendelsohn
2:10 pm – 2:40 pm	Design and Discipline: Improving Service Outcomes at IRCC	<i>Guests:</i> Michelle Lattimore
2:40 pm – 3:10 pm	Innovative Solutions Canada: Leveraging procurement to drive innovation	<i>Guests:</i> Mitch Davies, ISED Robert Smith, ISED
3:10 pm – 3:40 pm	Opening Government to Build Solutions	<i>Guests:</i> Francis Bilodeau, TBS Jaimie Boyd, TBS
3:40 pm- 3:45pm	Closing remarks	Graham Flack

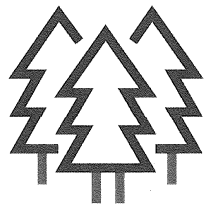
DESIGN AND DISCIPLINE: IMPROVING SERVICE OUTCOMES AT IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA

TASK FORCE ON PUBLIC SECTOR INNOVATION (TF-PSI)
18 DECEMBER, 2017

MICHELLE LATTIMORE
DIRECTOR GENERAL, CLIENT EXPERIENCE
IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA



85% OF OUR CLIENTS **SAY**
THEY ARE HAPPY WITH
OUR SERVICES



BUT CLIENT BEHAVIOUR
TELLS A **DIFFERENT STORY**

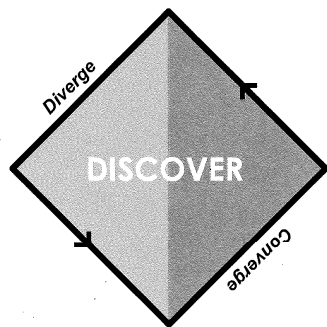
Human-centred design is a process that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs.

DESIGN APPROACH

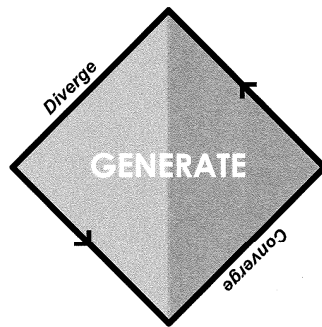
Human-centred
Variation
Experience
Narratives

TRADITIONAL APPROACH

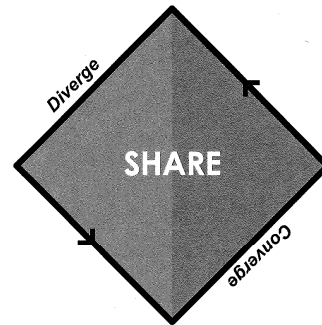
Technology-centred
Standardization
Efficiency
Evidence



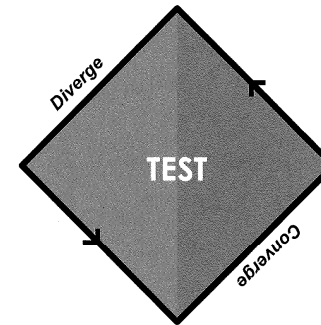
What difficulties do people face and what do they need?



How can you make their experience better?



How do you communicate your improvements?



How can you tell if the change you made helped?

SERVICE BY DESIGN: CAN WE BE BRAVE AND BOLD?



Document, from a client perspective, the existing service experience



Identify new, innovative, and achievable approaches to address client concerns and enhance the service experience



Engage employees and students in the spirit of public service renewal

OCAD
UNIVERSITY



GOVERNMENT
OF CANADA

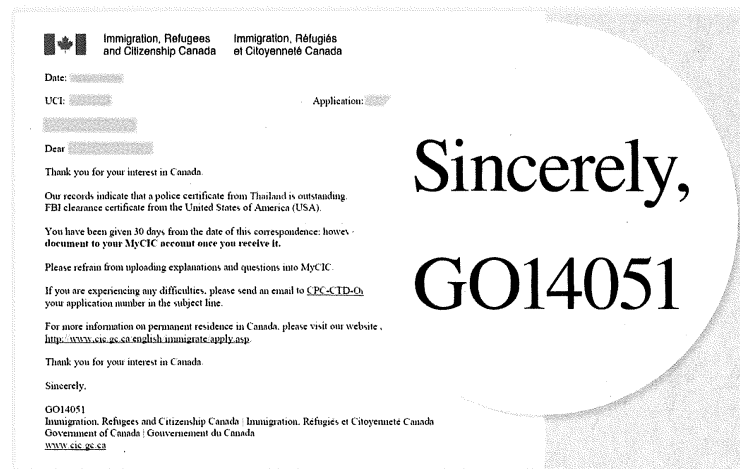


ONTARIO + QUEBEC FIELD RESEARCH

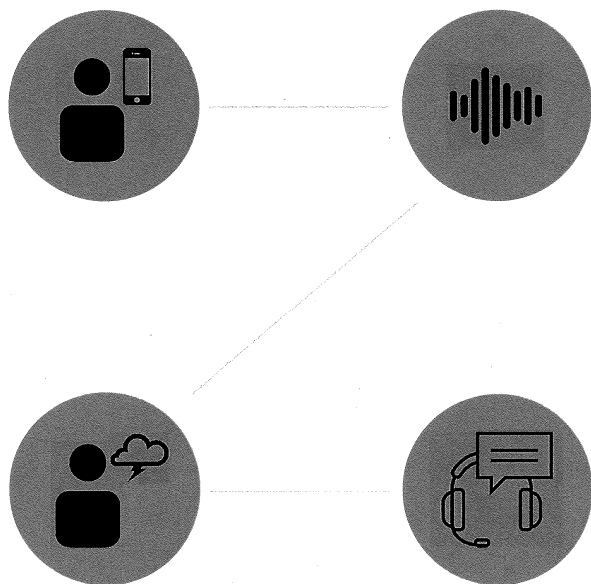
- We spoke to:
 - Sponsors & applicants
 - Consultants & lawyers
 - Community centres
 - Experts & professors
- In addition, we visited:
 - IRCC call centre
 - Processing centres
 - IRB hearings

20+
SITE VISITS AND
INTERVIEWS

BIG IDEAS.

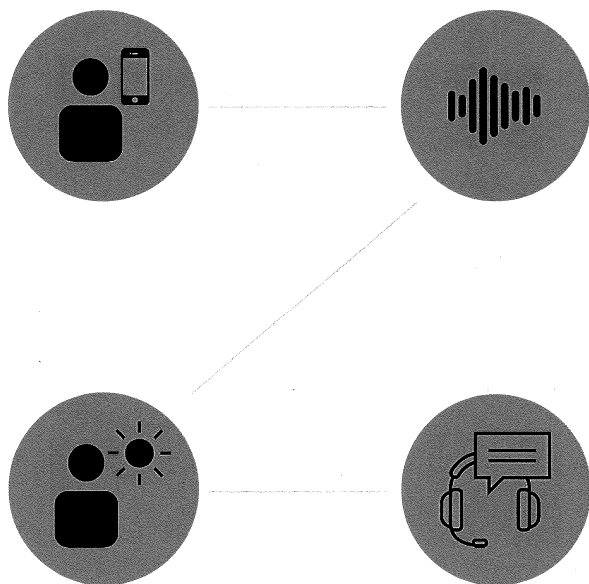


...AND NOW, DISCIPLINE.
CAN WE MAKE IT BETTER?
DOES IT MAKE A DIFFERENCE?



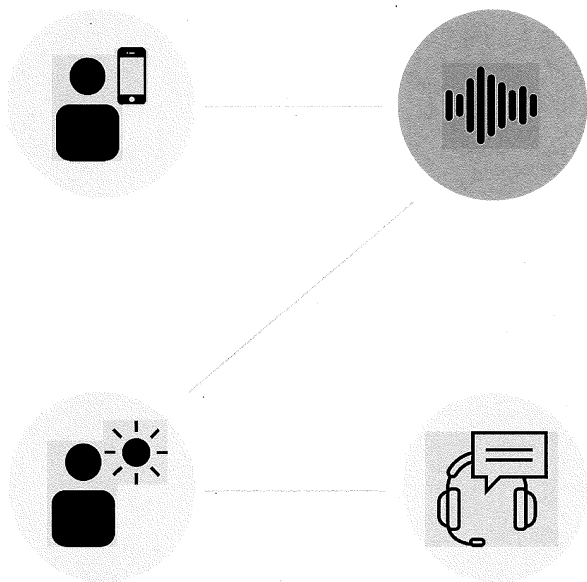
Off to a Bad Start

When contacting the call centre, clients were subjected to an aggressive automated message, which clients then mirrored in conversation with a call centre agent.

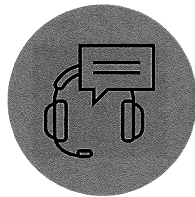
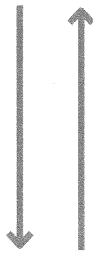
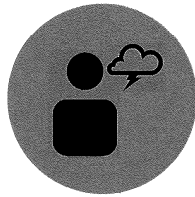


Phone Hug (Part I)

By making the automated message more friendly, clients are now more positive and at ease when put through to a call centre agent.

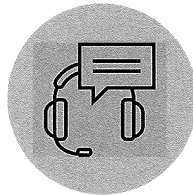
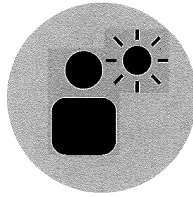


CLIENTS **MIRROR**
OUR LANGUAGE



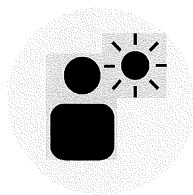
Left in the Dark

In order to address those most in need, the call centre would only check up on files that had passed standard processing time. This left many questions unanswered, and spurred a number of clients to call back repeatedly.

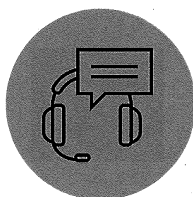


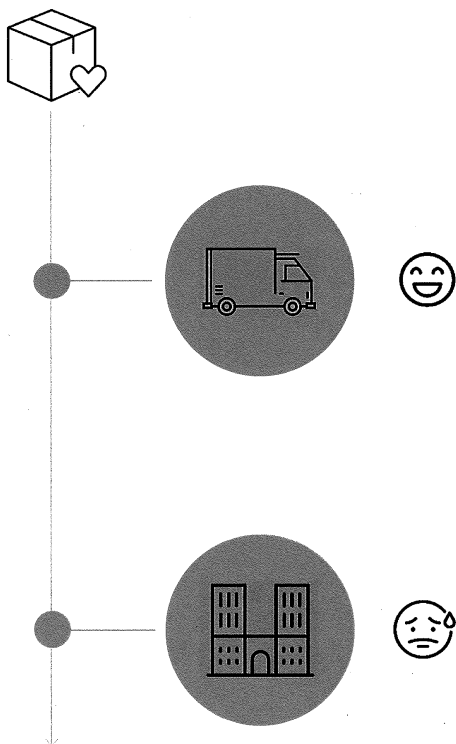
Phone Hug (Part II)

By answering case status inquiries for all spousal sponsorship applications, the call centre saw a 30% drop in same day repeat calls.



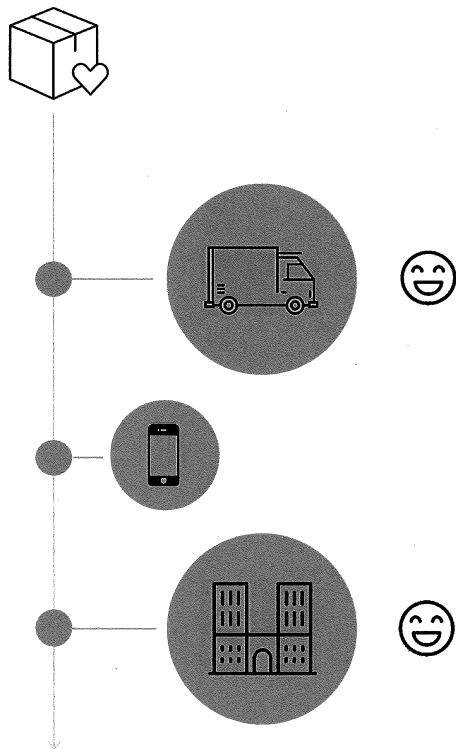
IGNORING CLIENTS LEADS TO MORE **WORK**





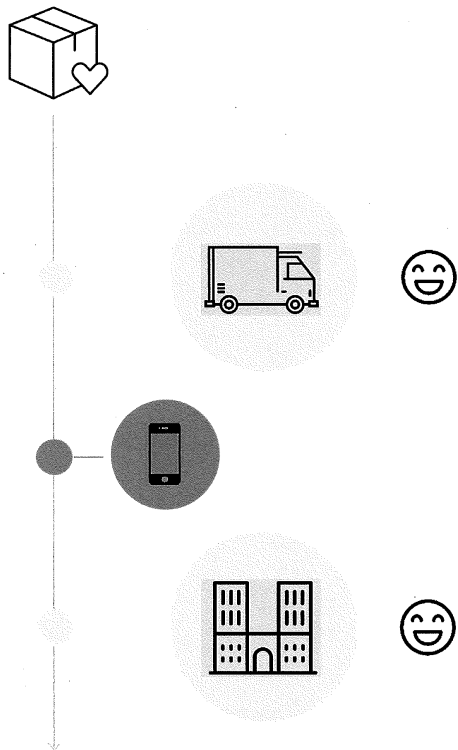
Package Anxiety

Spousal sponsorship clients would receive a delivery notice from Canada Post 1-2 weeks after sending their package, but IRCC took an extra 1-2 months to get in touch with clients.



Text from the Mailroom

By adding a text notification touch point, people are no longer anxiously waiting to hear from IRCC.



TINY
INTERVENTIONS
IN THE JOURNEY
CAN HAVE
BIG IMPACT

WHAT DOES IT MEAN FOR IRCC?

- January 2017 • Client Experience Branch
- February 2017 • Citizenship Grant Design Challenge
- April 2017 • Service Insights and Experimentation
- July 2017 • Settlement Design Challenge
- October 2017 • Client Support Centre Pop-Up

DELIVERING RESULTS FOR CLIENTS, EMPLOYEES, AND BUSINESS

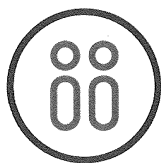
“My wife was crying and begging the agent. It’s just inhumane and insensitive the way they treated her. Keeping us in the dark was just so hard for us.”

**Toronto Star
(May 2016)**

“As for the agents, they are kind, patient and welcoming. They really make you feel that they are concerned and want to help.”

**Unsolicited feedback
(September 2017)**

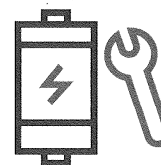
HOW WE TURN IDEAS INTO ACTION



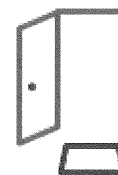
EMBED
CO-DESIGN IN
OUR BUSINESS



PROVIDE
ROOM TO
ASK WHY



BUILD
CAPACITY
AND TOOLS



KEEP THE
DOOR
OPEN

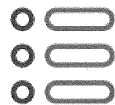
WHAT'S NEXT?

So much! But we've got to talk about what we measure.

Usability



Fast



Clear



Functions



Error Free

Service Experience



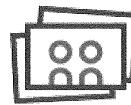
Welcoming



Assurance



Trust




Memorable



Dignity



Empathy



INNOVATIVE SOLUTIONS CANADA

DEPUTY MINISTER TASK FORCE ON PUBLIC SECTOR INNOVATION





Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

December, 2017

Canada

Purpose

-  Provide an overview of Innovative Solutions Canada (ISC)
-  Leveraging procurement to drive innovation

Innovation and Skills Plan

Budget 2017 announced the creation of Innovative Solutions Canada, a new procurement program modelled on the U.S. Small Business Innovation Research program, as an essential component in our efforts to help Canadian small businesses to scale up and grow.

4 Key Themes

1

Skills

**Teaching
Kids to Code**

**Global Skills
Strategy**

2

**Research, Technology,
Commercialization**

**Innovation
Super
Clusters**

**Intellectual
Property
Strategy**

3

**Program
Simplification**

**Innovation
Canada**

**Strategic
Innovation
Fund**

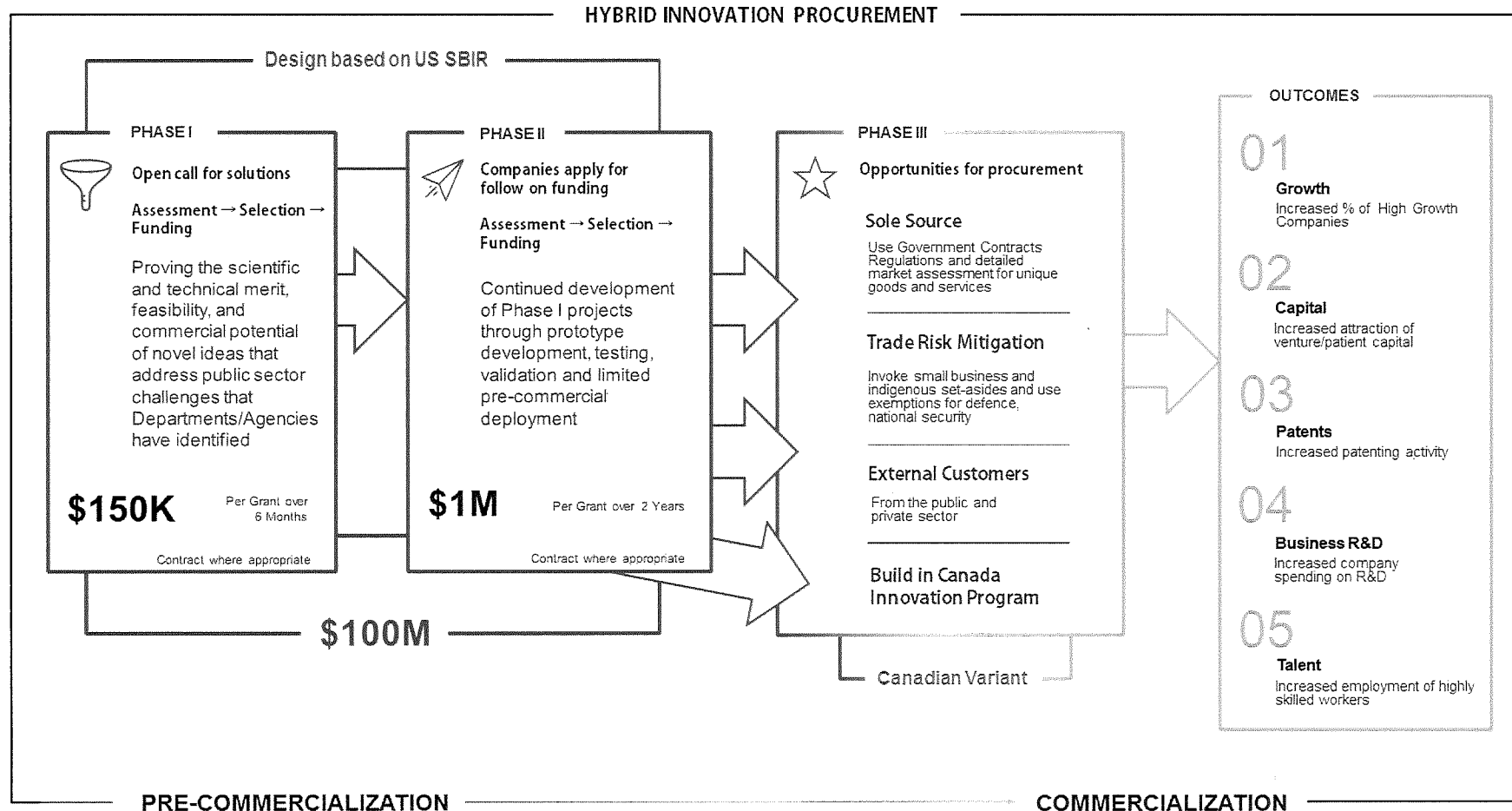
4

**Investment
and Scale**

**Innovative
Solutions
Canada**

**VC
Catalyst
Initiative**

How ISC works



ISC Program Objectives

- Support and adopt technological innovation
- Develop new capabilities
- Greater business-research collaboration
- Grow Canadian companies
- Encourage participation from underrepresented groups.

20 Participating Departments and Agencies

- | | |
|--|--|
| • Department of National Defence (DND) \$65M | • Health Canada (HC) \$1.4 M |
| • Public Service and Procurement Canada (PSPC) \$8.8 M | • Correctional Service of Canada (CSC) \$1.4 M |
| • Shared Services Canada (SSC) \$7.6 M | • Canada Border Services Agency (CBSA) \$1.4 M |
| • National Research Council (NRC) \$5.5 M | • Canadian Space Agency (CSA) \$1.3 M |
| • Agriculture and Agri-Food Canada (AAFC) \$3.9 M | • Public Health Agency (PHAC) \$1.3 M |
| • Natural Resources Canada (NRCan) \$2.6 M | • Indigenous and Northern Affairs Canada (INAC) \$1.3 M |
| • Employment and Social Development (ESDC) \$2.2 M | • Global Affairs Canada (GAC) \$1.3 M |
| • Royal Canadian Mounted Police (RCMP) \$1.8 M | • Transport Canada (TC) \$1.3 M |
| • Environment and Climate Change Canada (ECCC) \$1.6 M | • Innovation, Science and Economic Development Canada (ISED) \$1.3 M |
| • Fisheries and Oceans Canada (DFO) \$1.5 M | • Canadian Food Inspection Agency (CFIA) \$1.3 M |

Procurement can drive innovation

Small Business Innovation Research (SBIR)



- Created in 1982
- \$3.2 B set aside in FY 2017
- 11 participating departments

> 70,000 patents issued

> \$41 billion in venture capital investments

> Over 700 public companies created

> Probability of successful commercialization through SBIR – 50%

Success Stories



1998 - Staff of 35
Received \$1.5 M in SBIR funds

Revenue \$23.5 B (2016)
33,500 Employees



1998 – 4 person start up
Received multiple SBIR funds since 1999

Revenue \$2.2 B (2015)
5000 Employees



1982 – 5 scientists apply for SBIR funding

Revenue \$4B (2017)
11,000 Employees


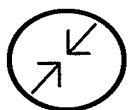




1990 – 3 MIT researchers start up company

Revenue \$660 M (2016)
528 Employees

Sources: SBIR and Link, Albert N. and John T. Scott (2010). "Government as Entrepreneur: Evaluating the Commercialization Success of SBIR Projects," Research Policy 39: 589-601

Key success factors for ISC

-  Changing how we do business
-  Greater connectivity between government and private sector
-  Going to the marketplace with more innovative requirements
-  Demanding more from procurement

How can we get more from procurement?

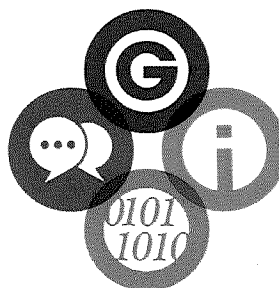
- ① Focus on desired outcomes, less about process
- ② Think about the end user
- ③ Deliver high service standards for small businesses and departments
- ④ Make it a more positive business experience

OPENING GOVERNMENT TO BUILD SOLUTIONS

Lessons Learned from the Open by Default Procurement Pilot

open.canada.ca

OPEN
GOVERNMENT



Open Data

Open Information

Open Dialogue



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Objectives

- Develop an agile, scalable model for digital procurement
- Provide proof of concept by applying the model to procure code for the open by default pilot

President Brison on agile procurement:

“No more 200-page RFPs. Instead, bake-offs and competitions. No more blind marriages with big IT providers, instead constant dating. ...more show and less tell, more focus on working prototypes [so] that we really see what a company or provider can do, more competition and more agile providers.”

- Blueprint 2020 Innovation Fair, May 31

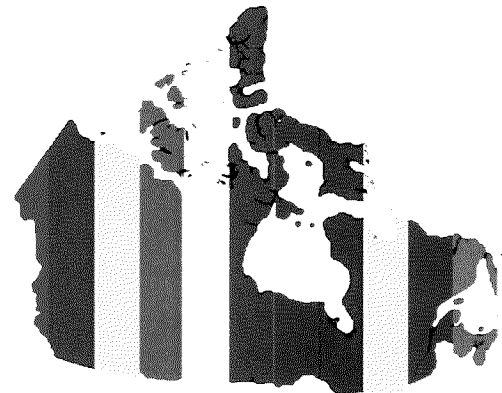
Objectives

Can procurement opportunities help us be open by default?

Usability

Accessibility

Official Languages



open.canada.ca

OPEN
GOVERNMENT



Key Elements

Challenge-based

- Open-ended challenge
- Based on usability and innovation
- Leverage creativity of experts

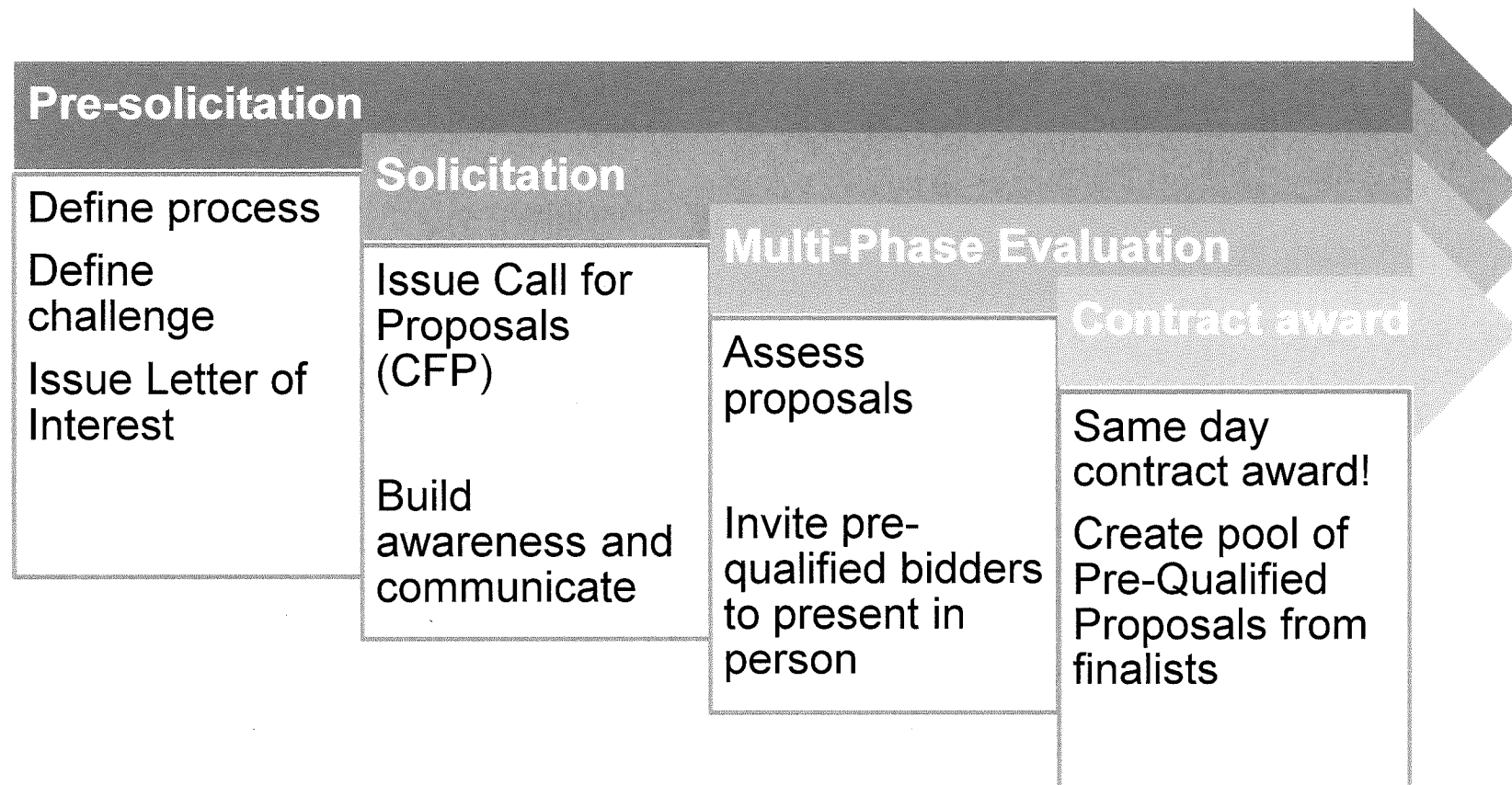
Fast

- Execute entire process within two months
- Award contract the day of evaluation

Open

- Be accessible to bidders
- Answer questions via webinar

Key Elements



Timelines

JULY							AUGUST							SEPTEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
						1			1	2	3	4	5						1	2
2	3	4	5	6	7	8	6	7	8	9	10	11	12	3	4	5	6	7	8	9
9	10	11	12	13	14	15	13	14	15	16	17	18	19	10	11	12	13	14	15	16
16	17	18	19	20	21	22	20	21	22	23	24	25	26	17	18	19	20	21	22	23
23	24	25	26	27	28	29	27	28	29	30	31			24	25	26	27	28	29	30
30	31																			

Letter of interest
Call for proposals

2
16
Webinar
Bids due
Initial evaluation
Reach consensus



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Lessons

Top strengths	Top areas for improvement
<ul style="list-style-type: none"> • Fast • Challenge-based • Simpler for bidders • Multi-phase selection • Human-oriented process 	<ul style="list-style-type: none"> • Evaluation • Culture of experimentation • Codification of process • Communications • Burden to bidders

Opportunities

Prioritize users

- Collaborative, human-centred approaches
- Consider bidders, end users

Embrace agile

- Enable agile development
- Cross-disciplinary teams
- Clear accountabilities

Smart contracting

- Challenge-based procurement
- Judicious use of internal vs external expertise
- Open source

Comments or questions:

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